

2019 FO/HQ Climate	AL	AQ	AN	AT	BA	BH	BS	BF	CE	CG	CI	CV
Mission Engagement												
I am proud to work for the FBI.	4.47	4.57	4.60	4.57	4.56	4.49	4.64	4.38	4.61	4.62	4.68	4.57
(R) I am cynical about the FBI.	4.11	4.00	4.12	4.26	4.06	3.97	4.19	3.90	4.19	4.28	4.32	4.19
I believe in the mission of the FBI.	4.67	4.84	4.66	4.79	4.78	4.73	4.81	4.65	4.73	4.82	4.85	4.78
I recommend the FBI as a good place to work.	4.16	4.27	4.35	4.36	4.30	4.19	4.26	4.06	4.23	4.40	4.48	4.33
Workplace Engagement												
Working on this squad/unit/leadership team is good for my morale.	3.82	3.89	4.05	4.17	4.12	3.98	3.95	4.03	4.14	4.16	4.21	4.12
(R) Working on this squad/unit/leadership team is frustrating.	3.83	3.88	4.05	4.10	4.09	4.00	3.93	3.91	4.27	4.16	4.29	4.23
I look forward to going to work.	3.82	3.97	4.16	4.24	4.16	3.94	4.08	3.97	4.21	4.25	4.23	4.16
I work harder because I like working here.	4.16	4.28	4.35	4.38	4.28	4.09	4.21	4.22	4.22	4.36	4.44	4.32
Work Engagement												
My work gives me a feeling of personal accomplishment.	4.07	4.10	4.22	4.39	4.29	4.16	4.22	4.13	4.26	4.31	4.45	4.33
I like the kind of work I do.	4.18	4.24	4.31	4.46	4.36	4.33	4.33	4.25	4.34	4.39	4.48	4.35
(R) I feel burned out from the work that I do.	3.86	3.71	3.87	4.07	3.90	3.85	4.00	3.97	4.04	4.04	4.03	4.06
FBI Leadership												
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs).	3.86	3.80	3.99	3.71	3.68	3.78	4.00	3.64	3.63	3.98	3.84	3.64
Direct communication (e.g., office visits, emails) from the Director helps me feel connected to the FBI.	3.93	3.69	3.90	3.83	3.76	3.90	3.76	3.76	3.61	3.91	3.87	3.76
The FBI's senior executives (i.e., Director, DD, ADD, EADs) maintain high standards of honesty and integrity.	3.64	3.56	3.85	3.61	3.51	3.76	3.83	3.54	3.45	3.87	3.71	3.49
I am inspired by the Director's vision and leadership.	3.77	3.69	3.96	3.90	3.77	3.83	3.68	3.70	3.54	3.81	3.77	3.70
Division Leadership												
I am inspired by my Division leadership team's vision and direction.	3.39	3.75	3.99	3.85	3.40	3.58	3.82	3.49	3.65	3.86	3.93	4.01
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.05	4.33	4.43	4.27	4.18	4.09	4.35	4.02	4.28	4.37	4.46	4.35

2019 FO/HQ Climate	AL	AQ	AN	AT	BA	BH	BS	BF	CE	CG	CI	CV
My Division leadership works together as a team.	3.65	4.10	4.23	3.95	3.48	3.89	4.16	3.89	4.06	4.13	4.17	4.21
My Division leadership takes responsibility for their decisions.	3.61	4.08	4.39	4.03	3.64	3.96	4.09	3.76	4.09	4.14	4.24	4.17
I am satisfied with the decisions and policies of my Division leadership.	3.38	3.86	4.13	3.95	3.49	3.72	3.98	3.61	3.90	4.02	4.03	4.12
Employee morale is important to my Division leadership.	3.64	3.93	4.35	3.95	3.67	3.81	3.95	3.73	3.81	4.09	4.12	4.15
Results are important to my Division leadership.	4.07	4.35	4.30	4.28	4.03	4.16	4.30	4.01	4.50	4.38	4.45	4.45
My Division leadership have a positive impact on the Division's performance.	3.44	3.87	4.28	3.95	3.47	3.76	3.98	3.61	3.85	4.05	4.13	4.20
In the last year, leaders in my Division made a positive impact on climate and morale.	3.38	3.67	4.27	3.89	3.46	3.69	3.73	3.50	3.66	3.90	4.05	3.87
Section/Branch Leadership												
Leaders in my section/branch care about morale.	3.76	3.87	4.28	4.04	3.80	3.89	4.03	3.84	3.94	4.09	4.20	4.09
Leaders in my section/branch work together as a team.	3.83	4.04	4.26	4.12	3.95	4.00	4.13	3.86	4.18	4.24	4.22	4.26
Section/branch leaders support the vision and direction of the Division Head.	3.93	4.14	4.41	4.29	3.91	4.09	4.21	4.06	4.21	4.28	4.36	4.33
Leaders in my section/branch treat employees with respect and courtesy.	3.97	4.19	4.22	4.32	4.20	4.09	4.32	3.95	4.29	4.33	4.35	4.33
Supervisor Leadership												
My supervisor encourages and supports work/life balance.	4.37	4.43	4.59	4.59	4.50	4.49	4.46	4.39	4.63	4.59	4.61	4.59
I am comfortable having open, honest conversations with my supervisor.	4.14	4.06	4.33	4.31	4.30	4.27	4.25	4.12	4.46	4.35	4.45	4.39
My supervisor understands what I do and the challenges I face.	4.15	4.08	4.21	4.22	4.16	4.16	4.13	4.09	4.34	4.29	4.38	4.34
I have trust and confidence in my supervisor as a leader.	4.14	4.02	4.40	4.33	4.24	4.28	4.23	4.13	4.44	4.45	4.41	4.42
My supervisor trusts me to make decisions about how I do my job.	4.23	4.39	4.50	4.54	4.50	4.48	4.50	4.42	4.55	4.52	4.59	4.61

2019 FO/HQ Climate	AL	AQ	AN	AT	BA	BH	BS	BF	CE	CG	CI	CV
Communication - Dissemination												
Leaders in my Division communicate threats and priorities.	3.85	4.04	4.17	4.13	3.89	3.93	4.08	3.97	3.98	4.17	4.21	4.20
Section/branch leaders communicate context and explanations regarding decisions and initiatives.	3.58	3.93	4.02	3.98	3.75	3.78	3.95	3.66	3.98	4.07	4.10	4.06
Leaders in my Division communicate context and explanations regarding decisions and initiatives.	3.39	3.94	4.04	3.88	3.55	3.63	3.81	3.57	3.80	3.96	3.95	4.04
(R) Leaders in my Division often distort information or do not tell "the whole story."	3.61	3.82	4.08	3.98	3.77	3.78	4.02	3.61	4.04	4.05	4.05	4.06
Communication - Voice												
I am satisfied with my involvement in decisions that affect my work.	3.67	3.81	4.05	4.00	3.98	3.94	3.87	3.76	3.96	4.01	4.21	4.02
Leaders in my Division are receptive to negative information and bad news.	3.44	3.87	4.23	3.87	3.79	3.68	3.92	3.61	3.86	3.94	4.12	3.97
Leaders in my Division listen to what employees have to say.	3.54	3.79	4.13	3.88	3.68	3.65	3.84	3.50	3.91	4.04	4.15	4.08
Teamwork												
My co-workers are competent and know how to get the job done.	4.05	4.00	4.09	4.27	4.35	4.13	4.05	3.95	4.27	4.16	4.36	4.24
The people in my Division conduct themselves in a professional and courteous manner.	3.82	4.01	4.26	4.09	4.22	4.06	3.98	3.76	4.19	4.20	4.35	4.19
The people I work with are friendly and cooperative.	3.98	4.18	4.26	4.29	4.33	4.17	4.20	4.03	4.35	4.30	4.45	4.25
My co-workers and I work together as a team.	4.25	4.23	4.23	4.30	4.38	4.28	4.26	4.27	4.47	4.34	4.46	4.29
My co-workers have a positive impact on my morale.	3.81	3.86	3.94	4.15	4.13	3.92	3.99	3.89	4.06	4.11	4.24	4.07
Employees understand each others' roles and responsibilities.	3.52	3.64	3.81	3.82	3.82	3.62	3.72	3.61	4.00	3.91	4.00	3.97
My co-workers and I regularly participate in after action reviews/hot washes/lessons learned discussions, etc.	3.35	3.59	3.54	3.64	3.68	3.49	3.38	3.52	3.89	3.61	3.77	3.64
I am comfortable expressing a different or contrary point of view.	3.70	3.94	4.11	4.12	3.99	3.89	4.04	3.80	4.13	4.05	4.12	4.08
When others and I disagree, we are still able to respect each other as professionals.	4.05	4.18	4.32	4.26	4.35	4.13	4.24	4.11	4.32	4.22	4.38	4.23
Everyone on the squad/unit is productive and carries their own weight.	3.70	3.47	3.71	3.62	3.78	3.67	3.40	3.65	3.84	3.66	3.89	3.67

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The people on this squad/unit are reliable and dependable.	4.02	4.01	3.95	4.06	4.21	4.02	3.98	3.93	4.27	4.10	4.27	4.11
Overall, the members of the squad/unit do high quality work.	4.15	4.17	4.01	4.22	4.37	4.11	4.18	4.10	4.36	4.27	4.38	4.32
Counterproductive Work Behaviors												
(R) Employees who instigate conflict or with whom it is difficult to work are tolerated.	3.11	2.92	3.35	3.22	3.34	3.42	3.04	3.04	3.52	3.26	3.46	3.31
(R) Employees who put little effort into their work are tolerated.	2.99	2.76	3.15	2.96	2.91	3.01	2.81	2.98	3.31	3.11	3.20	3.12
(R) Arbitrary action and personal favoritism are tolerated.	3.13	3.31	3.62	3.47	3.44	3.46	3.31	3.21	3.66	3.53	3.74	3.67
Recognition and Performance Management												
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	3.22	3.52	3.62	3.57	3.65	3.47	3.39	3.38	3.69	3.75	3.81	3.61
Discussions with my supervisor about performance are important and worthwhile.	3.98	3.88	4.17	4.16	4.04	4.09	4.05	4.01	4.19	4.21	4.24	4.22
In my squad/unit, differences in performance are recognized in a meaningful way.	3.64	3.54	3.81	3.68	3.79	3.51	3.49	3.66	3.91	3.84	3.94	3.77
Awards in my squad/unit depend on how well employees perform their jobs.	3.73	3.65	3.83	3.90	3.83	3.68	3.66	3.72	3.98	3.93	3.83	3.81
In my squad/unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.55	3.23	3.65	3.44	3.49	3.44	3.30	3.30	3.74	3.48	3.52	3.42
Employees are recognized for doing high quality work.	3.65	3.59	4.00	3.84	3.81	3.66	3.69	3.73	3.90	3.98	4.05	3.91
Initiative and motivation are valued.	3.78	3.95	4.02	4.15	4.02	3.88	3.93	3.93	4.03	4.15	4.23	4.16
Developmental Opportunities												
I have participated in development opportunities in the past year.	3.98	4.14	4.14	3.81	3.81	3.87	3.91	4.05	3.98	3.97	4.03	3.99
I have participated in leadership development opportunities in the past year.	3.29	3.17	3.37	3.21	3.01	3.34	3.17	3.34	3.24	3.34	3.50	3.13
Employee development is valued where I work	3.74	3.87	4.06	4.03	3.84	3.82	3.89	3.78	3.94	4.00	4.04	4.00
Career Opportunities												
I am satisfied with my career opportunities at the FBI.	3.76	3.93	4.20	4.04	3.96	3.88	3.74	3.77	3.88	3.98	4.10	3.99

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Job Characteristics												
I feel empowered with respect to my work.	3.84	3.98	4.18	4.20	4.13	3.89	4.05	3.88	4.12	4.17	4.28	4.15
The work I do makes a difference.	4.21	4.25	4.33	4.53	4.36	4.40	4.41	4.25	4.39	4.43	4.53	4.36
My job has the right amount of variety.	3.96	4.00	4.16	4.26	4.17	4.09	4.08	4.11	4.20	4.15	4.32	4.17
I see the impact or outcomes of my work.	3.91	4.05	4.10	4.32	4.16	4.05	4.07	4.11	4.23	4.09	4.38	4.23
My talents are used well in the workplace.	3.87	3.89	4.07	4.18	4.10	3.93	3.95	3.91	4.04	4.10	4.14	4.08
Fairness												
I am treated respectfully without regard to my race, religion, ethnicity, gender, age, disability status, sexual orientation, or cultural background.	4.36	4.53	4.45	4.43	4.56	4.35	4.50	4.34	4.54	4.50	4.65	4.52
People in my Division are treated in a fair and consistent manner.	3.43	3.96	4.02	3.90	3.96	3.74	3.88	3.62	4.01	4.10	4.17	4.09
Leaders in my Division work well with employees of different backgrounds.	4.03	4.30	4.42	4.29	4.33	4.21	4.26	4.04	4.26	4.38	4.53	4.41
(R) Who you know is more important than what you know or what you can do.	3.26	3.19	3.54	3.32	3.24	3.37	3.31	3.27	3.37	3.40	3.66	3.45
Prohibited personnel practices are not tolerated.	4.08	4.10	4.27	4.18	4.16	4.12	4.05	3.98	4.33	4.20	4.35	4.22
Compliance												
Employees report misconduct to the appropriate authorities.	3.99	4.14	4.19	4.28	4.26	4.10	4.17	4.07	4.20	4.19	4.38	4.18
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	4.08	4.41	4.44	4.46	4.43	4.17	4.33	4.12	4.28	4.38	4.45	4.36
My organization has prepared employees for potential security threats.	4.12	4.03	4.27	4.25	4.10	4.20	4.20	4.08	4.26	4.27	4.41	4.33
I know where and how to report suspicious behavior or misconduct (e.g., potential insider threat, information leaks, workplace violence, etc.).	4.38	4.47	4.52	4.51	4.41	4.48	4.39	4.47	4.52	4.45	4.48	4.52
FBI employees receive sufficient information to help them recognize potential insider threats.	4.29	4.30	4.40	4.37	4.34	4.32	4.32	4.26	4.43	4.40	4.47	4.47
I know how to report concerns about possible insider threats, including suspicious behavior or serious security violations.	4.34	4.49	4.49	4.49	4.47	4.43	4.40	4.34	4.47	4.48	4.55	4.55

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Integrity												
Following the law is just as important as accomplishing the mission.	4.68	4.77	4.72	4.81	4.70	4.72	4.78	4.68	4.65	4.79	4.84	4.78
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.05	4.33	4.43	4.27	4.18	4.09	4.35	4.02	4.28	4.37	4.46	4.35
Intelligence Community Collaboration												
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community.	3.54	3.62	3.90	3.90	3.88	3.90	3.82	3.82	3.75	3.86	4.00	3.84
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating.	3.95	4.02	4.09	4.11	4.30	4.24	4.18	4.15	4.16	4.16	4.40	4.19
External Collaboration												
I am able to work effectively with State, Local, and other partners as needed by the job.	4.39	4.47	4.55	4.58	4.56	4.47	4.37	4.49	4.52	4.47	4.60	4.60
I am able to work effectively with the US Attorney's office as needed by the job.	3.46	4.12	3.76	3.89	4.11	3.66	3.42	4.22	3.84	3.92	4.46	3.95
I am able to work effectively with other Federal agencies as needed by the job.	4.47	4.49	4.43	4.51	4.55	4.46	4.42	4.36	4.44	4.52	4.69	4.52
Tools, Technology, and Resources												
I have sufficient resources (e.g., people, budget) to get my job done.	3.02	3.49	3.24	3.54	3.44	3.50	3.33	3.58	3.44	3.71	3.72	3.87
I have the technology needed (e.g. software, hardware, etc.) to get my job done.	3.33	3.24	3.28	3.62	3.38	3.63	3.00	3.63	3.26	3.39	3.71	3.59
The technology I use this year is better than it was last year.	3.22	3.08	3.12	3.56	3.08	3.40	3.04	3.35	3.19	3.14	3.51	3.37

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Work Environment												
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	3.80	4.08	3.43	3.96	3.92	4.07	3.98	3.66	4.07	4.14	4.22	4.08
Employees are protected from health and safety hazards on the job.	4.19	4.14	4.25	4.29	4.23	4.21	4.04	3.92	4.36	4.33	4.38	4.28
Integration												
In my Division, intelligence work products inform operations.	2.96	3.01	3.37	3.54	3.56	3.65	3.60	3.40	3.41	3.56	3.97	3.71
Administrative Workload												
The administrative requirements of my job are reasonable.	3.22	3.33	3.53	3.40	3.33	3.54	3.40	3.44	3.41	3.62	3.65	3.60
Organizational Change												
I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	3.44	3.42	3.28	3.44	3.01	3.08	3.28	3.41	3.13	3.20	3.19	3.28
When changes take place at work, I understand the rationale behind them.	3.25	3.60	3.58	3.76	3.57	3.52	3.63	3.38	3.70	3.68	3.86	3.66
When changes take place at work, I understand the goal and what the change is meant to accomplish.	3.27	3.64	3.64	3.82	3.63	3.59	3.67	3.51	3.78	3.73	3.87	3.76
Climate and Engagement Survey												
I have seen or heard the results from last year's climate and engagement survey.	3.73	4.03	4.23	3.81	3.22	4.20	4.03	3.33	4.09	4.05	4.13	3.87
I am interested in seeing or hearing the results from this year's climate and engagement survey.	4.25	4.31	4.26	4.39	4.35	4.28	4.35	4.26	4.35	4.28	4.29	4.18
In the last year, I have put effort into having a positive impact on the climate and morale of this Division.	4.25	4.35	4.35	4.38	4.37	4.25	4.27	4.28	4.31	4.32	4.44	4.35
Other												
The FBI selects high quality leaders.	3.13	3.23	3.49	3.28	3.28	3.42	3.40	3.11	3.41	3.54	3.57	3.46
Leaders review and evaluate the organization's progress toward meeting its goals and objectives.	3.87	4.17	4.11	4.01	3.80	4.05	4.05	3.92	4.01	4.14	4.15	4.20

2019 FO/HQ Climate	CO	DL	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV
Mission Engagement													
I am proud to work for the FBI.	4.54	4.61	4.56	4.57	4.53	4.59	4.59	4.50	4.60	4.58	4.40	4.52	4.59
(R) I am cynical about the FBI.	4.18	4.17	4.01	4.10	4.01	4.17	4.17	4.08	4.04	4.30	3.90	4.11	4.14
I believe in the mission of the FBI.	4.71	4.82	4.78	4.76	4.73	4.76	4.79	4.72	4.73	4.76	4.65	4.73	4.75
I recommend the FBI as a good place to work.	4.32	4.27	4.22	4.27	4.22	4.22	4.34	4.15	4.30	4.39	4.00	4.41	4.26
Workplace Engagement													
Working on this squad/unit/leadership team is good for my morale.	4.22	4.14	3.98	4.01	3.96	3.91	4.09	3.93	3.97	4.21	3.92	3.97	3.89
(R) Working on this squad/unit/leadership team is frustrating.	4.32	4.14	4.00	4.00	3.83	3.93	4.12	3.84	3.92	4.21	3.93	3.92	3.77
I look forward to going to work.	4.19	4.19	4.09	4.08	4.03	4.17	4.11	3.87	4.11	4.18	3.95	3.98	3.94
I work harder because I like working here.	4.33	4.39	4.18	4.21	4.16	4.28	4.22	4.09	4.33	4.25	4.16	4.31	4.23
Work Engagement													
My work gives me a feeling of personal accomplishment.	4.40	4.38	4.17	4.22	4.25	4.25	4.25	4.03	4.39	4.30	4.22	4.28	4.28
I like the kind of work I do.	4.36	4.41	4.32	4.34	4.29	4.37	4.31	4.21	4.50	4.40	4.28	4.33	4.32
(R) I feel burned out from the work that I do.	4.08	4.07	3.86	3.87	3.87	3.81	3.87	3.64	3.86	3.95	3.75	3.74	3.95
FBI Leadership													
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs).	3.61	3.71	3.70	3.67	3.77	3.94	3.81	3.79	3.75	3.84	3.71	3.89	3.76
Direct communication (e.g., office visits, emails) from the Director helps me feel connected to the FBI.	3.47	3.64	3.68	3.58	3.76	3.96	3.71	3.70	3.73	3.86	3.72	3.97	3.87
The FBI's senior executives (i.e., Director, DD, ADD, EADs) maintain high standards of honesty and integrity.	3.33	3.53	3.45	3.51	3.65	3.89	3.65	3.70	3.54	3.57	3.41	3.68	3.65
I am inspired by the Director's vision and leadership.	3.56	3.71	3.58	3.51	3.74	3.85	3.81	3.62	3.88	3.88	3.73	4.00	3.98
Division Leadership													
I am inspired by my Division leadership team's vision and direction.	3.79	3.50	3.48	3.36	3.45	3.48	3.50	3.37	3.05	4.03	3.01	3.60	3.07
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.27	4.21	4.15	4.01	4.03	4.06	3.95	4.00	3.95	4.41	4.05	4.34	3.91

2019 FO/HQ Climate	CO	DL	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV
My Division leadership works together as a team.	4.15	3.82	3.54	3.39	3.67	3.76	3.70	3.28	3.26	4.13	3.36	4.15	3.55
My Division leadership takes responsibility for their decisions.	4.08	3.71	3.80	3.63	3.74	3.87	3.71	3.83	3.46	4.23	3.42	4.08	3.46
I am satisfied with the decisions and policies of my Division leadership.	4.04	3.60	3.59	3.49	3.51	3.66	3.62	3.38	3.07	4.06	3.09	3.77	3.23
Employee morale is important to my Division leadership.	3.96	3.72	3.48	3.58	3.72	3.68	3.65	3.51	3.04	4.20	2.89	3.74	3.09
Results are important to my Division leadership.	4.41	4.28	4.15	4.05	4.24	4.22	4.15	4.15	4.04	4.34	3.98	4.32	4.09
My Division leadership have a positive impact on the Division's performance.	3.95	3.63	3.55	3.51	3.54	3.65	3.60	3.54	3.03	4.21	3.00	3.73	3.04
In the last year, leaders in my Division made a positive impact on climate and morale.	3.90	3.53	3.41	3.47	3.46	3.57	3.50	3.23	2.92	4.15	2.92	3.65	2.95
Section/Branch Leadership													
Leaders in my section/branch care about morale.	4.15	3.90	3.62	3.80	3.80	3.66	3.97	3.67	3.30	4.17	3.37	4.05	3.52
Leaders in my section/branch work together as a team.	4.35	4.04	3.83	3.82	3.79	3.87	4.14	3.73	3.64	4.24	3.72	4.28	3.89
Section/branch leaders support the vision and direction of the Division Head.	4.31	4.13	4.05	3.94	4.01	4.02	4.16	3.95	3.70	4.32	3.85	4.23	4.01
Leaders in my section/branch treat employees with respect and courtesy.	4.39	4.14	3.89	4.02	3.92	4.04	4.17	3.99	3.87	4.34	3.88	4.31	3.84
Supervisory Leadership													
My supervisor encourages and supports work/life balance.	4.65	4.47	4.42	4.52	4.39	4.38	4.55	4.39	4.23	4.48	4.39	4.60	4.36
I am comfortable having open, honest conversations with my supervisor.	4.50	4.25	4.24	4.22	4.17	4.08	4.34	4.33	4.26	4.39	4.08	4.31	4.11
My supervisor understands what I do and the challenges I face.	4.43	4.31	4.22	4.16	4.07	3.91	4.30	4.07	4.04	4.24	4.02	4.06	4.12
I have trust and confidence in my supervisor as a leader.	4.55	4.28	4.20	4.35	4.12	4.01	4.31	4.17	4.00	4.38	4.11	4.21	4.11
My supervisor trusts me to make decisions about how I do my job.	4.67	4.52	4.49	4.46	4.29	4.37	4.54	4.45	4.31	4.51	4.35	4.43	4.33

2019 FO/HQ Climate	CO	DL	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV
Communication - Dissemination													
Leaders in my Division communicate threats and priorities.	4.23	4.04	3.83	3.83	3.96	3.81	4.01	3.65	3.85	4.29	3.82	4.11	3.76
Section/branch leaders communicate context and explanations regarding decisions and initiatives.	4.13	3.79	3.57	3.68	3.64	3.71	3.94	3.54	3.26	4.06	3.53	3.94	3.60
Leaders in my Division communicate context and explanations regarding decisions and initiatives.	3.98	3.70	3.49	3.52	3.64	3.56	3.64	3.41	3.30	4.11	3.30	3.79	3.38
(R) Leaders in my Division often distort information or do not tell "the whole story."	4.01	3.70	3.57	3.56	3.44	3.85	3.65	3.59	3.21	4.00	3.24	4.01	3.49
Communication - Voice													
I am satisfied with my involvement in decisions that affect my work.	4.02	4.01	3.83	3.82	3.81	3.81	3.99	3.68	3.71	4.05	3.70	3.97	3.77
Leaders in my Division are receptive to negative information and bad news.	3.92	3.62	3.67	3.56	3.55	3.56	3.53	3.54	3.36	4.07	3.26	3.97	3.22
Leaders in my Division listen to what employees have to say.	4.14	3.57	3.57	3.63	3.40	3.55	3.62	3.47	3.20	4.07	3.19	3.85	3.20
Teamwork													
My co-workers are competent and know how to get the job done.	4.30	4.18	4.17	4.16	3.97	3.88	4.22	4.09	3.94	4.26	4.15	4.00	4.12
The people in my Division conduct themselves in a professional and courteous manner.	4.23	4.25	4.04	4.02	3.95	3.96	4.09	4.04	3.92	4.26	4.09	4.03	4.02
The people I work with are friendly and cooperative.	4.36	4.36	4.21	4.21	4.14	4.10	4.33	4.19	4.19	4.41	4.23	4.24	4.21
My co-workers and I work together as a team.	4.39	4.30	4.30	4.29	4.34	4.11	4.46	4.31	4.31	4.47	4.27	4.36	4.38
My co-workers have a positive impact on my morale.	4.13	4.17	3.91	4.08	4.02	3.98	4.10	4.08	3.95	4.29	4.03	3.97	4.12
Employees understand each others' roles and responsibilities.	3.93	3.98	3.69	3.75	3.69	3.58	4.04	3.70	3.60	4.02	3.67	3.86	3.84
My co-workers and I regularly participate in after action reviews/hot washes/lessons learned discussions, etc.	3.75	3.69	3.63	3.57	3.77	3.39	3.61	3.26	3.50	3.81	3.47	3.64	3.82
I am comfortable expressing a different or contrary point of view.	4.09	3.87	3.83	3.90	3.78	3.89	3.91	3.94	3.75	4.08	3.67	3.99	3.55
When others and I disagree, we are still able to respect each other as professionals.	4.32	4.23	4.14	4.18	4.07	4.12	4.26	4.20	4.04	4.31	4.13	4.23	4.07
Everyone on the squad/unit is productive and carries their own weight.	3.92	3.68	3.74	3.55	3.48	3.34	3.76	3.65	3.51	4.02	3.77	3.59	3.71

2019 FO/HQ Climate	CO	DL	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV
The people on this squad/unit are reliable and dependable.	4.23	4.04	4.13	4.05	3.92	3.89	4.17	4.14	3.95	4.32	4.19	3.98	4.04
Overall, the members of the squad/unit do high quality work.	4.33	4.22	4.23	4.26	4.17	4.01	4.30	4.30	4.17	4.43	4.31	4.13	4.21
Counterproductive Work Behaviors													
(R) Employees who instigate conflict or with whom it is difficult to work are tolerated.	3.47	3.22	3.27	3.08	3.05	3.22	3.29	3.32	2.96	3.49	3.09	3.34	3.18
(R) Employees who put little effort into their work are tolerated.	3.18	3.06	3.17	2.87	2.91	2.87	3.00	2.98	2.72	3.10	2.90	3.01	2.99
(R) Arbitrary action and personal favoritism are tolerated.	3.63	3.42	3.32	3.25	3.12	3.33	3.20	3.16	3.14	3.69	2.98	3.64	3.26
Recognition and Performance Management													
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	3.75	3.44	3.37	3.43	3.22	3.38	3.60	3.23	3.17	3.73	3.11	3.40	3.25
Discussions with my supervisor about performance are important and worthwhile.	4.31	4.16	4.04	4.06	4.01	3.88	4.16	3.96	4.10	4.29	3.91	4.05	4.06
In my squad/unit, differences in performance are recognized in a meaningful way.	4.02	3.81	3.60	3.65	3.52	3.51	3.86	3.55	3.72	3.84	3.57	3.81	3.67
Awards in my squad/unit depend on how well employees perform their jobs.	3.83	3.66	3.70	3.77	3.60	3.54	3.91	3.41	3.51	3.95	3.49	3.76	3.54
In my squad/unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.56	3.54	3.59	3.43	3.19	3.19	3.56	3.26	3.20	3.57	3.37	3.36	3.41
Employees are recognized for doing high quality work.	4.08	3.70	3.70	3.71	3.59	3.61	3.89	3.56	3.51	4.12	3.39	3.74	3.67
Initiative and motivation are valued.	4.13	4.01	3.90	3.87	3.84	3.79	4.02	3.79	3.86	4.19	3.84	4.02	3.77
Developmental Opportunities													
I have participated in development opportunities in the past year.	4.15	3.90	3.98	3.92	3.97	3.89	3.97	3.87	3.72	4.13	3.92	4.11	4.05
I have participated in leadership development opportunities in the past year.	3.62	3.21	3.38	3.24	3.54	3.32	3.29	3.14	2.97	3.37	3.23	3.50	3.36
Employee development is valued where I work	4.12	3.84	3.74	3.66	3.91	3.72	3.97	3.67	3.60	3.99	3.75	4.02	3.70
Career Opportunities													
I am satisfied with my career opportunities at the FBI.	4.02	3.87	3.80	3.93	3.90	3.73	3.93	3.66	3.95	3.99	3.82	3.81	3.91

2019 FO/HQ Climate	CO	DL	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV
Job Characteristics													
I feel empowered with respect to my work.	4.21	4.15	4.00	3.99	3.91	4.07	4.03	3.74	3.78	4.25	3.97	4.16	3.91
The work I do makes a difference.	4.40	4.59	4.36	4.39	4.31	4.40	4.43	4.21	4.40	4.50	4.35	4.40	4.38
My job has the right amount of variety.	4.20	4.19	4.01	4.07	4.17	4.07	4.07	3.86	4.21	4.16	4.11	4.11	4.17
I see the impact or outcomes of my work.	4.38	4.34	4.08	4.09	4.04	4.13	4.13	3.83	4.26	4.15	4.10	4.18	4.20
My talents are used well in the workplace.	4.25	4.13	3.98	4.08	4.06	3.91	4.06	3.74	4.16	4.14	4.00	3.96	3.95
Fairness													
I am treated respectfully without regard to my race, religion, ethnicity, gender, age, disability status, sexual orientation, or cultural background.	4.53	4.49	4.44	4.37	4.27	4.33	4.23	4.43	4.24	4.45	4.50	4.47	4.38
People in my Division are treated in a fair and consistent manner.	4.09	3.88	3.71	3.72	3.66	3.86	3.70	3.67	3.58	4.16	3.52	3.97	3.57
Leaders in my Division work well with employees of different backgrounds.	4.43	4.29	4.23	4.15	4.07	4.19	4.10	4.18	3.90	4.34	4.05	4.24	3.91
(R) Who you know is more important than what you know or what you can do.	3.61	3.17	3.25	3.20	3.08	3.29	3.15	2.96	2.96	3.51	2.89	3.55	3.06
Prohibited personnel practices are not tolerated.	4.39	4.28	4.15	3.94	3.99	4.02	4.20	4.08	4.06	4.22	4.05	4.26	3.99
Compliance													
Employees report misconduct to the appropriate authorities.	4.43	4.20	4.14	4.08	4.08	4.09	4.09	4.02	4.11	4.37	4.06	4.22	3.92
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	4.46	4.18	4.20	4.21	4.13	4.17	4.14	4.21	4.27	4.41	4.17	4.32	3.98
My organization has prepared employees for potential security threats.	4.32	4.26	4.04	4.11	4.03	4.18	4.16	4.04	4.12	4.32	4.06	4.25	4.13
I know where and how to report suspicious behavior or misconduct (e.g., potential insider threat, information leaks, workplace violence, etc.).	4.57	4.52	4.45	4.45	4.45	4.47	4.49	4.42	4.40	4.46	4.36	4.46	4.55
FBI employees receive sufficient information to help them recognize potential insider threats.	4.41	4.47	4.36	4.24	4.24	4.29	4.35	4.30	4.14	4.39	4.27	4.41	4.28
I know how to report concerns about possible insider threats, including suspicious behavior or serious security violations.	4.51	4.51	4.45	4.38	4.42	4.38	4.47	4.41	4.22	4.51	4.41	4.48	4.48

2019 FO/HQ Climate	CO	DL	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV
Integrity													
Following the law is just as important as accomplishing the mission.	4.76	4.77	4.69	4.74	4.73	4.74	4.75	4.67	4.67	4.78	4.77	4.82	4.78
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.27	4.21	4.15	4.01	4.03	4.06	3.95	4.00	3.95	4.41	4.05	4.34	3.91
Intelligence Community Collaboration													
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community.	3.93	3.94	3.93	3.67	3.76	3.96	3.92	3.72	3.77	4.06	3.55	3.70	3.83
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating.	4.27	4.29	4.28	4.14	4.03	4.36	4.27	4.19	4.16	4.38	3.92	4.11	4.22
External Collaboration													
I am able to work effectively with State, Local, and other partners as needed by the job.	4.66	4.55	4.51	4.45	4.44	4.39	4.49	4.41	4.51	4.55	4.52	4.50	4.38
I am able to work effectively with the US Attorney's office as needed by the job.	4.40	4.20	3.79	3.86	3.74	3.80	3.71	3.79	3.81	3.92	4.24	3.66	3.64
I am able to work effectively with other Federal agencies as needed by the job.	4.59	4.54	4.40	4.46	4.37	4.44	4.49	4.41	4.55	4.56	4.45	4.49	4.29
Tools, Technology, and Resources													
I have sufficient resources (e.g., people, budget) to get my job done.	3.63	3.71	3.41	3.34	3.46	3.31	3.49	3.34	3.49	3.38	3.31	3.42	3.49
I have the technology needed (e.g. software, hardware, etc.) to get my job done.	3.53	3.59	3.30	3.20	3.47	3.67	3.51	3.31	3.43	3.58	3.22	3.54	3.36
The technology I use this year is better than it was last year.	3.33	3.33	3.28	3.04	3.19	3.47	3.33	2.95	3.23	3.11	3.05	2.94	3.16

2019 FO/HQ Climate	CO	DL	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV
Work Environment													
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	3.83	3.98	4.10	3.66	3.91	4.08	4.01	3.96	3.88	4.24	3.58	3.98	4.01
Employees are protected from health and safety hazards on the job.	4.29	4.33	4.25	4.01	4.19	4.23	4.28	4.14	4.25	4.36	4.18	4.24	4.25
Integration													
In my Division, intelligence work products inform operations.	3.71	3.61	3.48	3.40	3.56	3.44	3.65	3.21	3.45	3.63	3.36	3.33	3.78
Administrative Workload													
The administrative requirements of my job are reasonable.	3.46	3.56	3.36	3.21	3.53	3.33	3.59	3.61	3.54	3.33	3.21	3.22	3.56
Organizational Change													
I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	3.26	3.46	3.55	3.34	4.00	3.54	3.17	3.41	3.99	3.14	3.34	3.22	3.94
When changes take place at work, I understand the rationale behind them.	3.72	3.45	3.41	3.44	3.49	3.54	3.60	3.29	3.15	3.63	3.27	3.53	3.34
When changes take place at work, I understand the goal and what the change is meant to accomplish.	3.78	3.51	3.47	3.49	3.49	3.61	3.65	3.38	3.16	3.71	3.35	3.61	3.43
Climate and Engagement Survey													
I have seen or heard the results from last year's climate and engagement survey.	4.15	3.90	4.09	3.97	3.60	3.79	3.66	3.96	4.00	4.13	4.01	4.25	3.91
I am interested in seeing or hearing the results from this year's climate and engagement survey.	4.23	4.26	4.38	4.23	4.17	4.22	4.31	4.34	4.44	4.37	4.25	4.23	4.47
In the last year, I have put effort into having a positive impact on the climate and morale of this Division.	4.32	4.39	4.32	4.29	4.36	4.46	4.26	4.26	4.39	4.43	4.29	4.21	4.43
Other													
The FBI selects high quality leaders.	3.35	3.31	3.26	3.11	3.13	3.25	3.29	3.16	3.06	3.50	3.03	3.44	3.11
Leaders review and evaluate the organization's progress toward meeting its goals and objectives.	4.17	3.97	3.84	3.77	3.93	3.91	3.89	3.64	3.69	4.26	3.83	4.09	3.74

2019 FO/HQ Climate	LR	LACT	LAA	LACRIM	LAI	LACICY	LS	ME	MM	MW	MP	MO	NH	NO
Mission Engagement														
I am proud to work for the FBI.	4.54	4.66	4.46	4.64	4.63	4.63	4.38	4.61	4.67	4.20	4.63	4.50	4.66	4.57
(R) I am cynical about the FBI.	4.17	4.16	4.19	4.13	4.29	4.13	3.91	4.27	4.35	3.80	4.06	4.07	4.21	4.10
I believe in the mission of the FBI.	4.79	4.79	4.68	4.80	4.78	4.84	4.76	4.73	4.79	4.65	4.78	4.70	4.76	4.73
I recommend the FBI as a good place to work.	4.42	4.33	4.04	4.25	4.31	4.42	4.21	4.43	4.45	3.79	4.28	4.18	4.32	4.30
Workplace Engagement														
Working on this squad/unit/leadership team is good for my morale.	4.17	3.82	3.91	4.11	3.93	4.08	3.77	4.17	4.18	3.55	4.09	4.10	4.04	4.20
(R) Working on this squad/unit/leadership team is frustrating.	4.19	3.89	3.80	4.06	3.85	4.01	3.55	4.25	4.15	3.53	4.12	4.02	3.99	4.16
I look forward to going to work.	4.17	4.00	4.01	4.20	4.08	4.17	3.86	4.28	4.32	3.67	4.15	4.13	4.16	4.20
I work harder because I like working here.	4.26	4.12	4.20	4.29	4.26	4.31	4.06	4.36	4.41	3.79	4.29	4.12	4.34	4.31
Work Engagement														
My work gives me a feeling of personal accomplishment.	4.22	4.23	4.05	4.37	4.25	4.23	4.03	4.33	4.41	3.91	4.27	4.17	4.36	4.29
I like the kind of work I do.	4.31	4.22	4.20	4.37	4.30	4.30	4.14	4.45	4.46	3.94	4.33	4.23	4.39	4.37
(R) I feel burned out from the work that I do.	3.91	3.88	3.85	3.85	3.87	3.82	3.78	4.22	4.11	3.51	3.93	3.70	3.95	4.06
FBI Leadership														
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs).	3.58	3.84	3.96	3.75	4.02	3.86	3.50	3.87	4.02	3.42	3.75	3.74	3.97	3.74
Direct communication (e.g., office visits, emails) from the Director helps me feel connected to the FBI.	3.63	3.63	3.70	3.60	3.88	3.67	3.52	3.72	4.01	3.55	3.79	3.97	3.89	3.55
The FBI's senior executives (i.e., Director, DD, ADD, EADs) maintain high standards of honesty and integrity.	3.32	3.63	3.79	3.73	3.88	3.76	3.41	3.76	3.89	3.29	3.57	3.40	3.80	3.62
I am inspired by the Director's vision and leadership.	3.64	3.57	3.72	3.48	3.80	3.76	3.37	3.80	4.05	3.42	3.70	3.78	3.82	3.79
Division Leadership														
I am inspired by my Division leadership team's vision and direction.	3.76	3.40	3.46	3.56	3.64	3.64	3.18	3.86	3.91	2.73	3.75	3.44	4.15	3.72
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.33	3.96	3.99	4.15	4.20	4.23	3.97	4.38	4.38	3.49	4.26	4.22	4.46	4.24

2019 FO/HQ Climate	LR	LACT	LAA	LACRIM	LAI	LACICY	LS	ME	MM	MW	MP	MO	NH	NO
My Division leadership works together as a team.	4.11	3.71	3.72	3.97	3.79	3.87	3.61	4.13	4.13	3.39	3.98	3.69	4.40	3.91
My Division leadership takes responsibility for their decisions.	4.00	3.70	3.70	3.88	3.83	4.01	3.57	4.09	4.21	3.09	4.00	3.82	4.35	3.99
I am satisfied with the decisions and policies of my Division leadership.	3.96	3.44	3.57	3.68	3.69	3.75	3.29	3.99	4.05	2.89	3.85	3.66	4.22	3.80
Employee morale is important to my Division leadership.	4.05	3.64	3.56	3.64	3.77	3.84	3.34	4.03	4.21	2.77	4.03	3.80	4.38	3.94
Results are important to my Division leadership.	4.31	4.39	4.07	4.30	4.28	4.36	4.20	4.33	4.36	3.91	4.21	4.03	4.42	4.32
My Division leadership have a positive impact on the Division's performance.	3.98	3.49	3.56	3.62	3.71	3.82	3.32	4.03	4.04	2.76	3.94	3.56	4.39	3.80
In the last year, leaders in my Division made a positive impact on climate and morale.	3.95	3.35	3.42	3.53	3.63	3.60	3.16	3.83	3.94	2.68	3.88	3.68	4.25	3.72
Section/Branch Leadership														
Leaders in my section/branch care about morale.	4.18	3.70	3.62	3.88	3.81	3.82	3.53	4.12	4.19	2.98	3.93	4.15	4.23	4.12
Leaders in my section/branch work together as a team.	4.27	3.99	3.89	4.12	4.04	4.08	3.73	4.18	4.23	3.48	4.11	4.18	4.19	4.16
Section/branch leaders support the vision and direction of the Division Head.	4.18	4.14	3.98	4.14	4.09	4.24	3.96	4.33	4.30	3.65	4.20	4.15	4.32	4.28
Leaders in my section/branch treat employees with respect and courtesy.	4.28	4.10	4.03	4.28	4.18	4.27	3.98	4.33	4.39	3.49	4.13	4.37	4.27	4.36
Supervisory Leadership														
My supervisor encourages and supports work/life balance.	4.50	4.26	4.42	4.36	4.43	4.55	4.27	4.53	4.57	4.17	4.42	4.50	4.54	4.64
I am comfortable having open, honest conversations with my supervisor.	4.31	3.88	4.04	4.16	4.19	4.36	3.99	4.40	4.40	4.00	4.23	4.31	4.21	4.38
My supervisor understands what I do and the challenges I face.	4.18	3.94	3.95	4.17	4.15	4.17	3.84	4.28	4.35	3.85	4.18	4.30	4.13	4.37
I have trust and confidence in my supervisor as a leader.	4.31	4.08	4.08	4.18	4.21	4.30	3.88	4.30	4.39	3.95	4.21	4.30	4.16	4.43
My supervisor trusts me to make decisions about how I do my job.	4.49	4.24	4.34	4.43	4.42	4.45	4.20	4.60	4.56	4.22	4.48	4.58	4.52	4.56

2019 FO/HQ Climate	LR	LACT	LAA	LACRIM	LAI	LACICY	LS	ME	MM	MW	MP	MO	NH	NO
Communication - Dissemination														
Leaders in my Division communicate threats and priorities.	4.21	3.94	3.64	3.93	4.17	4.19	3.96	4.18	4.22	3.57	4.07	4.16	4.17	4.20
Section/branch leaders communicate context and explanations regarding decisions and initiatives.	4.02	3.61	3.57	3.96	3.81	3.84	3.44	4.00	4.17	3.11	3.82	4.04	4.09	4.05
Leaders in my Division communicate context and explanations regarding decisions and initiatives.	3.95	3.52	3.47	3.78	3.75	3.77	3.44	3.98	3.99	2.83	3.78	3.78	4.03	3.95
(R) Leaders in my Division often distort information or do not tell "the whole story."	4.01	3.54	3.48	3.90	3.74	4.03	3.32	4.03	3.97	2.98	3.80	4.00	4.05	3.92
Communication - Voice														
I am satisfied with my involvement in decisions that affect my work.	4.03	3.60	3.73	3.98	3.84	3.93	3.47	4.05	4.09	3.51	3.96	3.93	3.95	4.01
Leaders in my Division are receptive to negative information and bad news.	3.89	3.63	3.44	3.82	3.81	3.92	3.39	3.96	4.00	2.98	3.86	3.71	4.09	3.87
Leaders in my Division listen to what employees have to say.	3.97	3.57	3.48	3.79	3.65	3.85	3.32	3.96	3.99	2.94	3.99	3.90	4.14	3.90
Teamwork														
My co-workers are competent and know how to get the job done.	4.26	4.08	3.83	4.26	4.08	4.23	4.18	4.08	4.17	3.91	4.18	4.07	4.14	4.20
The people in my Division conduct themselves in a professional and courteous manner.	4.22	4.13	3.87	4.33	4.13	4.28	4.14	4.10	4.10	3.78	4.19	4.13	4.03	4.07
The people I work with are friendly and cooperative.	4.37	4.36	4.09	4.41	4.15	4.38	4.23	4.25	4.30	4.04	4.26	4.25	4.16	4.29
My co-workers and I work together as a team.	4.45	4.35	4.06	4.35	4.35	4.36	4.38	4.29	4.41	4.06	4.31	4.40	4.26	4.34
My co-workers have a positive impact on my morale.	4.15	4.21	3.80	4.23	3.96	4.34	4.02	4.00	4.14	3.75	4.11	4.20	4.02	4.05
Employees understand each others' roles and responsibilities.	3.88	3.83	3.63	3.88	3.84	3.77	3.66	3.74	4.04	3.42	3.76	3.93	3.72	3.89
My co-workers and I regularly participate in after action reviews/hot washes/lessons learned discussions, etc.	3.57	3.79	3.42	3.83	3.39	3.97	3.58	3.64	3.86	3.07	3.46	3.77	3.61	3.82
I am comfortable expressing a different or contrary point of view.	4.03	3.65	3.60	4.01	3.89	4.10	3.79	4.12	4.08	3.48	3.82	4.07	4.16	3.99
When others and I disagree, we are still able to respect each other as professionals.	4.31	4.10	3.98	4.28	4.13	4.31	4.07	4.29	4.31	3.85	4.17	4.27	4.23	4.34
Everyone on the squad/unit is productive and carries their own weight.	3.76	3.64	3.46	3.68	3.63	3.90	3.61	3.64	3.72	3.46	3.63	3.76	3.59	3.83

2019 FO/HQ Climate	LR	LACT	LAA	LACRIM	LAI	LACICY	LS	ME	MM	MW	MP	MO	NH	NO
The people on this squad/unit are reliable and dependable.	4.11	4.15	3.88	4.32	3.97	4.28	4.05	4.10	4.16	3.91	4.12	4.15	4.03	4.20
Overall, the members of the squad/unit do high quality work.	4.34	4.33	4.04	4.43	4.17	4.38	4.16	4.21	4.29	3.96	4.27	4.20	4.16	4.35
Counterproductive Work Behaviors														
(R) Employees who instigate conflict or with whom it is difficult to work are tolerated.	3.31	3.33	3.02	3.05	3.13	3.58	2.95	3.18	3.37	3.00	3.25	3.73	3.07	3.41
(R) Employees who put little effort into their work are tolerated.	3.21	3.06	2.88	2.99	3.01	3.26	2.79	2.94	3.17	2.82	3.04	3.30	2.92	3.24
(R) Arbitrary action and personal favoritism are tolerated.	3.73	3.35	3.08	3.38	3.28	3.74	3.00	3.62	3.51	2.99	3.25	3.80	3.55	3.52
Recognition and Performance Management														
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	3.70	3.29	3.28	3.42	3.61	3.84	3.19	3.66	3.74	3.00	3.43	3.86	3.41	3.67
Discussions with my supervisor about performance are important and worthwhile.	4.11	4.01	4.02	3.91	4.08	4.07	3.77	4.15	4.24	3.93	4.02	4.16	3.80	4.21
In my squad/unit, differences in performance are recognized in a meaningful way.	3.83	3.48	3.62	3.64	3.76	3.93	3.43	3.84	3.89	3.35	3.56	3.76	3.47	4.01
Awards in my squad/unit depend on how well employees perform their jobs.	3.83	3.45	3.56	3.82	3.71	4.16	3.55	3.94	4.01	3.30	3.59	3.85	3.55	3.94
In my squad/unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.58	3.16	3.19	3.40	3.58	3.70	3.36	3.50	3.65	3.20	3.30	3.66	3.24	3.68
Employees are recognized for doing high quality work.	3.70	3.77	3.51	3.86	3.76	4.04	3.47	4.03	3.98	3.39	3.70	3.93	3.78	3.99
Initiative and motivation are valued.	4.03	3.83	3.69	3.91	3.93	4.21	3.74	4.06	4.13	3.52	4.01	4.00	4.03	4.11
Developmental Opportunities														
I have participated in development opportunities in the past year.	4.08	4.15	3.74	3.95	3.86	3.98	3.94	4.03	4.04	3.83	4.02	4.00	4.00	4.11
I have participated in leadership development opportunities in the past year.	3.51	3.41	3.34	3.36	3.22	3.32	3.31	3.09	3.39	2.88	3.19	3.49	3.15	3.26
Employee development is valued where I work	3.90	3.89	3.62	3.86	3.93	4.13	3.68	3.91	4.07	3.31	3.93	4.03	4.03	4.05
Career Opportunities														
I am satisfied with my career opportunities at the FBI.	3.85	3.95	3.63	4.07	3.84	4.02	3.70	3.98	4.11	3.52	3.84	3.91	3.91	3.97

2019 FO/HQ Climate	LR	LACT	LAA	LACRIM	LAI	LACICY	LS	ME	MM	MW	MP	MO	NH	NO
Job Characteristics														
I feel empowered with respect to my work.	4.02	3.77	3.85	4.07	4.07	4.02	3.69	4.19	4.18	3.50	4.11	4.03	4.19	4.15
The work I do makes a difference.	4.26	4.48	4.16	4.47	4.42	4.38	4.18	4.44	4.50	3.94	4.35	4.35	4.50	4.40
My job has the right amount of variety.	4.07	3.98	3.98	4.20	4.03	4.11	3.99	4.13	4.26	3.78	4.15	4.20	4.25	4.21
I see the impact or outcomes of my work.	4.05	3.95	4.10	4.26	3.94	4.06	3.93	4.21	4.27	3.76	4.22	4.17	4.24	4.17
My talents are used well in the workplace.	4.06	3.86	3.62	4.18	3.95	4.06	3.82	4.05	4.20	3.54	4.01	4.00	4.23	4.08
Fairness														
I am treated respectfully without regard to my race, religion, ethnicity, gender, age, disability status, sexual orientation, or cultural background.	4.45	4.42	4.28	4.57	4.39	4.58	4.33	4.44	4.51	4.13	4.48	4.45	4.54	4.43
People in my Division are treated in a fair and consistent manner.	4.15	3.85	3.71	4.16	3.89	4.17	3.54	3.94	3.99	3.11	3.87	4.03	4.05	3.90
Leaders in my Division work well with employees of different backgrounds.	4.38	4.21	4.21	4.43	4.25	4.47	4.15	4.27	4.35	3.47	4.22	4.33	4.37	4.26
(R) Who you know is more important than what you know or what you can do.	3.45	3.10	2.98	3.11	3.16	3.34	2.95	3.45	3.31	2.94	3.27	3.51	3.54	3.37
Prohibited personnel practices are not tolerated.	4.14	3.81	3.86	4.15	4.05	4.39	4.01	4.18	4.29	3.84	4.13	4.21	4.16	4.25
Compliance														
Employees report misconduct to the appropriate authorities.	4.20	3.91	3.89	4.29	4.19	4.54	4.08	4.41	4.23	3.78	4.13	4.12	4.26	4.17
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	4.30	4.10	4.00	4.40	4.33	4.59	4.18	4.41	4.34	3.80	4.28	4.16	4.42	4.17
My organization has prepared employees for potential security threats.	4.20	3.91	4.09	4.17	4.12	4.18	4.14	4.28	4.28	3.96	4.24	4.14	4.28	4.28
I know where and how to report suspicious behavior or misconduct (e.g., potential insider threat, information leaks, workplace violence, etc.).	4.51	4.34	4.41	4.39	4.45	4.49	4.42	4.56	4.50	4.37	4.42	4.38	4.44	4.44
FBI employees receive sufficient information to help them recognize potential insider threats.	4.42	4.19	4.22	4.32	4.29	4.46	4.32	4.40	4.43	4.28	4.29	4.32	4.34	4.39
I know how to report concerns about possible insider threats, including suspicious behavior or serious security violations.	4.50	4.33	4.34	4.42	4.38	4.52	4.44	4.48	4.48	4.38	4.38	4.51	4.44	4.52

2019 FO/HQ Climate	LR	LACT	LAA	LACRIM	LAI	LACICY	LS	ME	MM	MW	MP	MO	NH	NO
Integrity														
Following the law is just as important as accomplishing the mission.	4.73	4.69	4.61	4.80	4.75	4.75	4.75	4.73	4.82	4.58	4.75	4.77	4.78	4.72
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.33	3.96	3.99	4.15	4.20	4.23	3.97	4.38	4.38	3.49	4.26	4.22	4.46	4.24
Intelligence Community Collaboration														
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community.	3.74	4.01	3.89	3.59	3.97	4.12	3.66	3.79	3.95	3.62	3.84	3.98	3.83	3.80
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating.	4.12	4.39	4.27	3.70	4.42	4.52	4.08	4.10	4.26	4.18	4.21	4.33	4.13	4.06
External Collaboration														
I am able to work effectively with State, Local, and other partners as needed by the job.	4.42	4.49	4.51	4.39	4.48	4.54	4.40	4.62	4.53	4.34	4.53	4.45	4.56	4.51
I am able to work effectively with the US Attorney's office as needed by the job.	4.07	3.52	3.77	3.45	3.89	4.13	3.76	4.06	4.04	3.76	4.12	4.03	4.22	3.79
I am able to work effectively with other Federal agencies as needed by the job.	4.39	4.53	4.49	4.40	4.52	4.54	4.34	4.54	4.52	4.34	4.52	4.54	4.56	4.46
Tools, Technology, and Resources														
I have sufficient resources (e.g., people, budget) to get my job done.	3.61	3.35	3.60	3.10	3.54	3.14	3.20	3.46	3.66	3.11	3.51	3.36	3.60	3.59
I have the technology needed (e.g. software, hardware, etc.) to get my job done.	3.56	3.07	3.85	3.00	3.41	3.11	3.30	3.15	3.58	3.04	3.25	3.38	3.55	3.49
The technology I use this year is better than it was last year.	3.40	2.97	3.53	3.13	3.14	3.15	3.21	2.96	3.37	2.75	3.12	3.27	3.36	3.09

2019 FO/HQ Climate	LR	LACT	LAA	LACRIM	LAI	LACICY	LS	ME	MM	MW	MP	MO	NH	NO
Work Environment														
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	4.01	3.48	3.78	3.63	3.60	3.51	4.01	3.33	4.14	3.78	3.90	4.12	3.72	4.12
Employees are protected from health and safety hazards on the job.	4.35	3.81	3.74	3.90	3.68	3.76	4.27	4.14	4.37	4.02	4.14	4.22	4.11	4.27
Integration														
In my Division, intelligence work products inform operations.	3.71	3.56	4.08	2.88	3.91	3.52	3.53	3.24	3.78	3.40	3.44	3.57	3.49	3.71
Administrative Workload														
The administrative requirements of my job are reasonable.	3.44	3.07	4.00	2.93	3.80	3.03	3.18	3.77	3.57	2.93	3.35	3.40	3.60	3.67
Organizational Change														
I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	3.02	3.79	3.82	3.53	3.22	3.51	3.40	3.24	3.47	3.38	3.23	2.96	3.38	3.29
When changes take place at work, I understand the rationale behind them.	3.77	3.44	3.39	3.63	3.53	3.58	3.18	3.78	3.74	3.06	3.61	3.56	3.65	3.65
When changes take place at work, I understand the goal and what the change is meant to accomplish.	3.79	3.51	3.47	3.68	3.65	3.66	3.25	3.78	3.83	3.13	3.67	3.60	3.72	3.65
Climate and Engagement Survey														
I have seen or heard the results from last year's climate and engagement survey.	4.13	3.87	3.98	3.89	3.97	3.84	4.14	3.96	4.23	3.91	4.05	3.87	4.34	3.64
I am interested in seeing or hearing the results from this year's climate and engagement survey.	4.30	4.37	4.09	4.28	4.36	4.38	4.35	4.23	4.25	4.31	4.27	4.31	4.42	4.38
In the last year, I have put effort into having a positive impact on the climate and morale of this Division.	4.29	4.36	4.29	4.36	4.34	4.40	4.30	4.39	4.43	4.02	4.25	4.26	4.42	4.41
Other														
The FBI selects high quality leaders.	3.37	3.13	3.38	3.22	3.37	3.38	3.08	3.49	3.48	2.85	3.35	3.36	3.47	3.38
Leaders review and evaluate the organization's progress toward meeting its goals and objectives.	4.17	3.78	3.59	3.93	4.08	4.03	3.98	4.15	4.21	3.48	4.01	4.11	4.20	4.16

2019 FO/HQ Climate	NYA	NYCI	NYCT	NYCRIM	NYI	NK	NF	OC	OM	PH	PX	PG	PD	RH	SC	SU
Mission Engagement																
I am proud to work for the FBI.	4.49	4.65	4.58	4.65	4.50	4.62	4.59	4.48	4.54	4.56	4.54	4.55	4.54	4.54	4.54	4.54
(R) I am cynical about the FBI.	4.15	4.21	4.20	4.15	4.17	4.31	4.32	4.07	3.98	4.23	4.18	4.21	4.11	4.13	4.21	4.09
I believe in the mission of the FBI.	4.64	4.82	4.83	4.78	4.73	4.81	4.76	4.73	4.68	4.74	4.78	4.74	4.77	4.76	4.70	4.71
I recommend the FBI as a good place to work.	4.12	4.35	4.38	4.32	4.24	4.43	4.39	4.17	4.20	4.27	4.31	4.29	4.25	4.23	4.22	4.25
Workplace Engagement																
Working on this squad/unit/leadership team is good for my morale.	3.89	3.95	4.18	4.07	3.88	4.21	4.03	4.06	4.04	4.07	4.13	4.19	4.07	4.14	3.89	4.02
(R) Working on this squad/unit/leadership team is frustrating.	3.86	4.03	4.10	4.15	3.90	4.16	4.08	4.00	4.08	4.07	4.20	4.15	4.04	4.18	3.88	4.02
I look forward to going to work.	4.01	4.08	4.35	4.23	4.10	4.21	4.16	3.97	4.14	4.14	4.18	4.16	4.08	4.15	3.99	4.02
I work harder because I like working here.	4.17	4.21	4.35	4.28	4.29	4.33	4.31	4.19	4.13	4.22	4.26	4.23	4.28	4.32	4.17	4.23
Work Engagement																
My work gives me a feeling of personal accomplishment.	4.09	4.16	4.35	4.38	4.21	4.39	4.34	4.14	4.27	4.27	4.27	4.17	4.17	4.21	4.14	4.19
I like the kind of work I do.	4.15	4.32	4.43	4.38	4.29	4.48	4.41	4.23	4.35	4.37	4.41	4.30	4.27	4.30	4.27	4.24
(R) I feel burned out from the work that I do.	3.92	3.83	4.06	3.92	3.98	4.10	3.91	3.85	3.87	3.98	4.07	3.94	3.89	4.03	3.73	3.85
FBI Leadership																
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs).	3.93	3.88	3.96	3.98	3.99	3.91	3.91	3.77	3.59	3.76	3.73	3.67	3.82	3.72	3.85	3.69
Direct communication (e.g., office visits, emails) from the Director helps me feel connected to the FBI.	3.82	3.70	3.68	3.72	3.82	3.92	3.93	3.81	3.55	3.67	3.69	3.54	3.62	3.71	3.97	3.80
The FBI's senior executives (i.e., Director, DD, ADD, EADs) maintain high standards of honesty and integrity.	3.83	3.80	3.81	3.83	3.90	3.78	3.83	3.63	3.47	3.68	3.62	3.59	3.67	3.56	3.69	3.58
I am inspired by the Director's vision and leadership.	3.88	3.65	3.82	3.75	3.88	3.86	3.87	3.82	3.52	3.63	3.58	3.68	3.72	3.73	3.73	3.85
Division Leadership																
I am inspired by my Division leadership team's vision and direction.	3.70	3.59	3.65	3.78	3.67	3.88	3.95	3.18	3.37	3.59	3.58	3.77	3.79	3.87	3.58	3.46
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.06	4.17	4.39	4.30	4.27	4.40	4.45	4.09	4.08	4.26	4.22	4.27	4.44	4.35	4.19	4.11

2019 FO/HQ Climate	NYA	NYCI	NYCT	NYCRIM	NYI	NK	NF	OC	OM	PH	PX	PG	PD	RH	SC	SU
My Division leadership works together as a team.	3.82	3.80	4.09	4.15	4.00	4.01	4.20	3.67	3.77	4.07	3.81	3.97	4.23	4.32	3.92	3.69
My Division leadership takes responsibility for their decisions.	3.85	3.82	4.01	4.06	3.97	4.10	4.24	3.53	3.73	3.96	3.95	4.08	4.15	4.12	3.81	3.76
I am satisfied with the decisions and policies of my Division leadership.	3.72	3.76	3.78	3.96	3.83	3.98	4.09	3.41	3.59	3.84	3.75	3.88	3.95	4.06	3.70	3.52
Employee morale is important to my Division leadership.	3.71	3.60	3.74	3.88	3.82	4.09	4.12	3.38	3.61	3.81	3.74	3.91	4.02	4.02	3.72	3.56
Results are important to my Division leadership.	4.08	3.97	4.28	4.28	4.30	4.38	4.44	4.11	4.12	4.23	4.25	4.34	4.37	4.46	4.19	4.05
My Division leadership have a positive impact on the Division's performance.	3.69	3.65	3.71	3.91	3.82	4.04	4.18	3.28	3.49	3.83	3.72	3.93	3.99	3.99	3.77	3.50
In the last year, leaders in my Division made a positive impact on climate and morale.	3.58	3.58	3.70	3.83	3.66	3.95	4.03	3.40	3.45	3.77	3.55	3.77	3.84	3.77	3.56	3.39
Section/Branch Leadership																
Leaders in my section/branch care about morale.	3.76	3.72	3.96	4.01	3.78	3.95	4.16	3.77	3.91	4.03	3.88	4.02	4.12	4.08	3.78	3.71
Leaders in my section/branch work together as a team.	3.87	3.95	4.26	4.17	4.13	4.07	4.08	4.05	4.07	4.20	3.92	4.18	4.19	4.31	3.94	3.91
Section/branch leaders support the vision and direction of the Division Head.	4.00	3.96	4.16	4.18	4.13	4.15	4.26	4.14	4.01	4.16	4.15	4.19	4.25	4.38	4.10	4.08
Leaders in my section/branch treat employees with respect and courtesy.	3.99	4.15	4.26	4.27	4.23	4.26	4.28	4.17	4.20	4.25	4.14	4.26	4.31	4.33	4.07	3.95
Supervisory Leadership																
My supervisor encourages and supports work/life balance.	4.38	4.39	4.47	4.55	4.40	4.48	4.54	4.55	4.48	4.55	4.54	4.57	4.36	4.50	4.41	4.43
I am comfortable having open, honest conversations with my supervisor.	4.17	4.22	4.29	4.34	4.16	4.34	4.21	4.25	4.36	4.36	4.29	4.22	4.18	4.35	4.16	4.17
My supervisor understands what I do and the challenges I face.	4.16	4.19	4.31	4.31	4.16	4.32	4.05	3.96	4.21	4.28	4.28	4.28	4.14	4.23	4.13	3.97
I have trust and confidence in my supervisor as a leader.	4.18	4.18	4.28	4.28	4.11	4.32	4.15	4.19	4.34	4.36	4.33	4.32	4.18	4.40	4.17	4.23
My supervisor trusts me to make decisions about how I do my job.	4.42	4.41	4.50	4.48	4.32	4.41	4.41	4.56	4.55	4.55	4.50	4.48	4.46	4.44	4.42	4.46

2019 FO/HQ Climate	NYA	NYCI	NYCT	NYCRIM	NYI	NK	NF	OC	OM	PH	PX	PG	PD	RH	SC	SU
Communication - Dissemination																
Leaders in my Division communicate threats and priorities.	3.82	3.75	4.23	4.06	4.05	4.13	4.00	3.89	3.90	3.97	3.94	4.08	4.06	4.13	4.07	3.64
Section/branch leaders communicate context and explanations regarding decisions and initiatives.	3.77	3.73	4.00	4.03	3.86	3.98	3.97	3.78	3.86	3.99	3.77	4.06	3.99	4.09	3.73	3.76
Leaders in my Division communicate context and explanations regarding decisions and initiatives.	3.63	3.62	3.78	3.86	3.74	3.94	3.92	3.48	3.51	3.79	3.69	3.81	3.86	3.88	3.67	3.53
(R) Leaders in my Division often distort information or do not tell "the whole story."	3.69	3.95	4.08	4.13	3.89	3.86	4.22	3.53	3.97	4.03	3.85	4.10	3.96	3.95	3.78	3.81
Communication - Voice																
I am satisfied with my involvement in decisions that affect my work.	3.91	3.88	3.99	3.98	3.83	4.05	4.04	3.74	3.93	4.02	3.96	4.02	3.95	3.90	3.81	3.78
Leaders in my Division are receptive to negative information and bad news.	3.70	3.67	3.97	3.91	3.73	3.91	4.11	3.53	3.65	3.94	3.76	3.90	3.99	3.85	3.76	3.59
Leaders in my Division listen to what employees have to say.	3.67	3.77	3.88	3.92	3.71	3.92	4.05	3.43	3.64	3.88	3.68	3.85	3.95	3.85	3.69	3.68
Teamwork																
My co-workers are competent and know how to get the job done.	4.03	4.16	4.27	4.23	4.08	4.20	4.09	4.15	4.01	4.14	4.28	4.21	4.24	4.18	4.07	4.26
The people in my Division conduct themselves in a professional and courteous manner.	3.96	4.25	4.34	4.31	4.18	4.20	4.14	4.29	4.10	4.10	4.22	4.14	4.31	4.25	4.13	4.16
The people I work with are friendly and cooperative.	4.06	4.29	4.42	4.39	4.27	4.33	4.25	4.40	4.29	4.22	4.40	4.26	4.38	4.33	4.21	4.29
My co-workers and I work together as a team.	4.19	4.24	4.44	4.40	4.36	4.33	4.31	4.40	4.28	4.31	4.37	4.43	4.43	4.43	4.20	4.35
My co-workers have a positive impact on my morale.	3.83	4.11	4.31	4.20	4.04	4.08	3.99	4.13	4.06	4.06	4.15	4.12	4.15	4.15	3.98	4.17
Employees understand each others' roles and responsibilities.	3.92	3.71	4.11	3.91	3.88	3.99	3.73	3.85	3.72	3.80	3.88	3.82	3.99	3.85	3.73	3.82
My co-workers and I regularly participate in after action reviews/hot washes/lessons learned discussions, etc.	3.55	3.67	3.83	3.76	3.55	3.66	3.74	3.57	3.55	3.46	3.58	3.73	3.79	3.57	3.55	3.65
I am comfortable expressing a different or contrary point of view.	3.92	4.03	4.15	4.09	3.97	4.12	4.07	3.96	4.00	4.13	3.98	4.01	4.05	4.08	3.88	3.80
When others and I disagree, we are still able to respect each other as professionals.	4.11	4.25	4.28	4.30	4.31	4.33	4.26	4.26	4.15	4.28	4.25	4.24	4.27	4.32	4.14	4.13
Everyone on the squad/unit is productive and carries their own weight.	3.48	3.64	3.64	3.55	3.57	3.61	3.58	3.69	3.64	3.49	3.95	3.79	3.71	3.70	3.58	3.72

2019 FO/HQ Climate	NYA	NYCI	NYCT	NYCRIM	NYI	NK	NF	OC	OM	PH	PX	PG	PD	RH	SC	SU
The people on this squad/unit are reliable and dependable.	3.82	4.19	4.16	4.19	4.03	4.17	4.00	4.19	4.03	4.02	4.26	4.16	4.19	4.11	4.06	4.19
Overall, the members of the squad/unit do high quality work.	4.07	4.27	4.41	4.34	4.21	4.31	4.17	4.27	4.19	4.21	4.39	4.35	4.34	4.29	4.27	4.25
Counterproductive Work Behaviors																
(R) Employees who instigate conflict or with whom it is difficult to work are tolerated.	3.29	3.45	3.50	3.55	3.39	3.21	3.24	3.40	3.34	3.34	3.17	3.54	3.34	3.50	3.03	3.32
(R) Employees who put little effort into their work are tolerated.	3.14	3.21	3.26	3.18	3.16	3.00	3.05	3.14	3.10	2.99	3.11	3.27	3.17	3.21	2.84	3.23
(R) Arbitrary action and personal favoritism are tolerated.	3.34	3.53	3.73	3.73	3.56	3.51	3.68	3.41	3.58	3.58	3.46	3.73	3.54	3.55	3.29	3.55
Recognition and Performance Management																
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	3.65	3.55	3.80	3.72	3.64	3.56	3.59	3.47	3.40	3.67	3.65	3.81	3.48	3.55	3.44	3.42
Discussions with my supervisor about performance are important and worthwhile.	4.16	4.00	4.15	4.14	4.07	4.20	4.18	4.06	4.13	4.15	4.11	4.15	3.97	4.18	4.05	4.03
In my squad/unit, differences in performance are recognized in a meaningful way.	3.80	3.64	3.81	3.74	3.67	3.81	3.76	3.69	3.84	3.75	3.82	3.84	3.68	3.91	3.46	3.61
Awards in my squad/unit depend on how well employees perform their jobs.	3.73	3.70	3.69	3.98	3.72	3.76	3.87	3.68	3.67	3.80	3.74	3.94	3.79	3.77	3.62	3.61
In my squad/unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.32	3.35	3.43	3.45	3.33	3.41	3.16	3.50	3.54	3.43	3.53	3.67	3.52	3.60	3.17	3.61
Employees are recognized for doing high quality work.	3.70	3.62	3.83	3.94	3.76	3.86	3.86	3.74	3.78	3.84	3.83	4.04	3.84	3.80	3.63	3.61
Initiative and motivation are valued.	3.90	3.91	4.06	4.01	3.91	4.08	4.18	4.00	4.01	3.99	4.05	4.12	3.99	4.07	4.00	3.91
Developmental Opportunities																
I have participated in development opportunities in the past year.	3.75	3.98	4.14	4.02	3.94	4.07	4.01	3.90	4.07	3.84	4.02	4.11	4.10	4.01	3.94	3.78
I have participated in leadership development opportunities in the past year.	3.24	3.16	3.68	3.34	3.34	3.47	3.38	3.22	3.23	3.08	3.51	3.42	3.39	3.43	3.32	2.94
Employee development is valued where I work	3.72	3.89	3.95	3.98	3.92	4.01	4.10	3.89	3.93	3.83	4.02	4.01	3.95	3.95	3.89	3.69
Career Opportunities																
I am satisfied with my career opportunities at the FBI.	3.57	3.86	3.98	4.07	3.78	4.00	3.93	3.95	3.68	3.91	3.89	3.96	3.83	3.93	3.64	3.82

2019 FO/HQ Climate	NYA	NYCI	NYCT	NYCRIM	NYI	NK	NF	OC	OM	PH	PX	PG	PD	RH	SC	SU
Job Characteristics																
I feel empowered with respect to my work.	3.93	3.96	4.20	4.14	3.96	4.12	4.18	3.90	4.08	4.08	4.10	4.08	4.09	4.12	3.98	3.87
The work I do makes a difference.	4.34	4.29	4.38	4.48	4.25	4.45	4.45	4.22	4.35	4.36	4.44	4.32	4.40	4.40	4.40	4.30
My job has the right amount of variety.	3.89	3.93	4.17	4.18	3.87	4.22	4.22	4.09	4.19	4.17	4.24	4.15	4.03	4.17	4.13	4.12
I see the impact or outcomes of my work.	4.18	3.83	4.14	4.24	3.89	4.22	4.30	4.06	4.08	4.10	4.12	4.14	4.13	4.13	4.03	4.07
My talents are used well in the workplace.	3.79	3.95	4.10	4.08	3.81	4.14	4.08	3.97	4.02	4.04	4.14	3.99	4.14	4.09	3.93	3.95
Fairness																
I am treated respectfully without regard to my race, religion, ethnicity, gender, age, disability status, sexual orientation, or cultural background.	4.30	4.45	4.58	4.52	4.42	4.49	4.52	4.52	4.51	4.50	4.46	4.47	4.53	4.42	4.32	4.29
People in my Division are treated in a fair and consistent manner.	3.82	4.01	4.23	4.16	4.03	4.03	4.03	3.93	3.87	4.02	4.05	4.00	3.93	3.94	3.81	3.79
Leaders in my Division work well with employees of different backgrounds.	4.16	4.22	4.38	4.37	4.29	4.36	4.35	4.18	4.16	4.32	4.31	4.31	4.29	4.30	4.18	4.12
(R) Who you know is more important than what you know or what you can do.	3.11	3.12	3.33	3.21	3.44	3.44	3.47	3.28	3.26	3.37	3.37	3.61	3.41	3.20	3.15	3.22
Prohibited personnel practices are not tolerated.	4.04	4.06	4.20	4.13	4.25	4.26	4.19	4.29	4.13	4.15	4.17	4.21	4.17	4.10	4.03	4.15
Compliance																
Employees report misconduct to the appropriate authorities.	4.12	4.12	4.35	4.37	4.26	4.27	4.18	4.38	4.09	4.26	4.31	4.22	4.20	4.25	4.01	4.02
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	4.01	4.33	4.42	4.47	4.30	4.35	4.44	4.38	4.20	4.34	4.32	4.35	4.39	4.38	4.14	4.13
My organization has prepared employees for potential security threats.	4.13	3.96	4.18	4.18	4.11	4.29	4.16	4.18	4.07	4.22	4.17	4.23	4.24	4.15	4.04	4.05
I know where and how to report suspicious behavior or misconduct (e.g., potential insider threat, information leaks, workplace violence, etc.).	4.36	4.34	4.31	4.36	4.39	4.48	4.51	4.56	4.45	4.47	4.46	4.43	4.45	4.39	4.38	4.38
FBI employees receive sufficient information to help them recognize potential insider threats.	4.29	4.17	4.31	4.25	4.29	4.42	4.30	4.39	4.34	4.34	4.33	4.38	4.36	4.29	4.28	4.24
I know how to report concerns about possible insider threats, including suspicious behavior or serious security violations.	4.32	4.31	4.34	4.39	4.39	4.51	4.42	4.53	4.50	4.46	4.46	4.43	4.48	4.45	4.46	4.37

2019 FO/HQ Climate	NYA	NYCI	NYCT	NYCRIM	NYI	NK	NF	OC	OM	PH	PX	PG	PD	RH	SC	SU
Integrity																
Following the law is just as important as accomplishing the mission.	4.65	4.73	4.84	4.79	4.72	4.81	4.78	4.80	4.75	4.66	4.72	4.77	4.80	4.79	4.80	4.67
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.06	4.17	4.39	4.30	4.27	4.40	4.45	4.09	4.08	4.26	4.22	4.27	4.44	4.35	4.19	4.11
Intelligence Community Collaboration																
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community.	3.93	3.98	4.09	3.66	3.79	3.90	3.83	3.83	3.64	3.77	3.88	3.77	3.86	3.90	3.82	3.76
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating.	4.25	4.35	4.43	3.79	4.34	4.17	4.13	4.22	3.99	4.13	4.23	4.20	4.19	4.12	4.15	4.10
External Collaboration																
I am able to work effectively with State, Local, and other partners as needed by the job.	4.44	4.21	4.59	4.38	4.41	4.51	4.50	4.53	4.45	4.51	4.45	4.54	4.52	4.47	4.43	4.56
I am able to work effectively with the US Attorney's office as needed by the job.	4.21	3.90	4.46	3.91	4.20	3.91	4.15	3.57	4.06	3.81	3.82	4.02	4.06	3.89	3.93	4.04
I am able to work effectively with other Federal agencies as needed by the job.	4.55	4.26	4.63	4.38	4.39	4.56	4.44	4.54	4.42	4.46	4.53	4.41	4.49	4.56	4.49	4.49
Tools, Technology, and Resources																
I have sufficient resources (e.g., people, budget) to get my job done.	3.58	3.26	3.66	3.17	3.35	3.69	3.58	3.69	3.60	3.43	3.58	3.63	3.76	3.38	3.39	3.58
I have the technology needed (e.g. software, hardware, etc.) to get my job done.	3.74	3.04	3.28	2.74	3.01	3.63	3.59	3.44	3.26	3.05	3.69	3.60	3.58	3.44	3.41	3.47
The technology I use this year is better than it was last year.	3.27	3.02	3.04	2.79	2.78	3.41	3.32	3.12	3.01	2.95	3.38	3.65	3.40	3.24	3.21	3.21

2019 FO/HQ Climate	NYA	NYCI	NYCT	NYCRIM	NYI	NK	NF	OC	OM	PH	PX	PG	PD	RH	SC	SU
Work Environment																
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	3.70	3.20	3.75	3.06	3.47	3.95	4.27	3.96	4.06	3.54	4.18	3.80	4.10	3.93	4.08	4.04
Employees are protected from health and safety hazards on the job.	4.02	3.92	4.24	3.90	3.93	4.30	4.34	4.19	4.22	4.07	4.32	4.22	4.32	4.18	4.11	4.21
Integration																
In my Division, intelligence work products inform operations.	3.93	3.23	3.48	3.20	3.91	3.53	3.46	3.52	3.20	3.48	3.69	3.56	3.54	3.58	3.38	3.43
Administrative Workload																
The administrative requirements of my job are reasonable.	4.00	3.03	3.23	2.91	3.82	3.60	3.50	3.54	3.54	3.33	3.52	3.54	3.33	3.55	3.40	3.33
Organizational Change																
I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	3.75	3.14	3.47	3.16	3.36	3.45	3.32	3.29	3.00	3.21	3.25	3.42	2.98	3.23	3.35	3.31
When changes take place at work, I understand the rationale behind them.	3.59	3.61	3.69	3.69	3.58	3.68	3.71	3.54	3.55	3.61	3.66	3.67	3.70	3.71	3.49	3.66
When changes take place at work, I understand the goal and what the change is meant to accomplish.	3.63	3.64	3.74	3.70	3.67	3.74	3.84	3.64	3.58	3.65	3.76	3.76	3.78	3.79	3.64	3.65
Climate and Engagement Survey																
I have seen or heard the results from last year's climate and engagement survey.	3.64	3.70	3.85	3.67	3.91	4.09	4.20	3.64	4.16	3.91	3.87	3.67	4.23	4.13	3.82	3.96
I am interested in seeing or hearing the results from this year's climate and engagement survey.	4.22	4.22	4.36	4.26	4.34	4.35	4.38	4.26	4.03	4.18	4.24	4.31	4.21	4.25	4.27	4.25
In the last year, I have put effort into having a positive impact on the climate and morale of this Division.	4.28	4.22	4.39	4.36	4.36	4.43	4.35	4.31	4.20	4.26	4.42	4.28	4.36	4.40	4.33	4.28
Other																
The FBI selects high quality leaders.	3.43	3.19	3.43	3.48	3.43	3.46	3.38	3.36	3.22	3.42	3.39	3.43	3.49	3.32	3.21	3.28
Leaders review and evaluate the organization's progress toward meeting its goals and objectives.	3.81	3.71	4.06	4.07	4.06	4.11	4.21	3.91	3.86	4.05	3.97	4.12	4.11	4.09	3.86	3.83

2019 FO/HQ Climate	SA	SD	SF	SJ	SE	SI	SL	TP	WFA	WFCI	WFCT	WFCRIM	WFI	Averages FO
Mission Engagement														
I am proud to work for the FBI.	4.60	4.58	4.43	4.78	4.50	4.36	4.52	4.58	4.58	4.56	4.75	4.57	4.53	4.56
(R) I am cynical about the FBI.	4.18	4.06	3.99	4.36	4.05	4.13	4.17	4.18	4.33	4.09	4.39	4.23	4.12	4.14
I believe in the mission of the FBI.	4.80	4.80	4.69	4.85	4.75	4.71	4.77	4.82	4.72	4.80	4.87	4.82	4.75	4.76
I recommend the FBI as a good place to work.	4.40	4.21	3.98	4.50	4.08	4.21	4.40	4.39	4.17	4.30	4.58	4.37	4.22	4.28
Workplace Engagement														
Working on this squad/unit/leadership team is good for my morale.	4.17	3.87	3.91	4.04	3.96	3.72	4.22	4.07	3.89	3.75	4.07	4.25	3.83	4.02
(R) Working on this squad/unit/leadership team is frustrating.	4.13	3.75	3.89	4.03	3.94	3.80	4.16	4.12	3.75	3.72	3.95	4.28	3.83	4.01
I look forward to going to work.	4.23	3.95	3.96	4.28	3.94	3.96	4.13	4.21	4.05	3.93	4.34	4.37	4.03	4.10
I work harder because I like working here.	4.25	4.23	4.12	4.37	4.17	4.19	4.25	4.35	4.18	4.17	4.38	4.43	4.15	4.25
Work Engagement														
My work gives me a feeling of personal accomplishment.	4.32	4.20	4.12	4.39	4.09	4.05	4.24	4.32	4.21	4.03	4.33	4.43	4.12	4.24
I like the kind of work I do.	4.37	4.25	4.19	4.48	4.20	4.21	4.33	4.40	4.26	4.13	4.32	4.58	4.21	4.32
(R) I feel burned out from the work that I do.	3.96	3.81	3.75	4.00	3.68	3.91	4.00	4.09	3.86	3.85	3.87	4.03	3.83	3.91
FBI Leadership														
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs).	3.83	3.90	3.80	4.26	3.95	3.68	3.84	3.85	3.96	3.72	3.99	3.66	3.92	3.81
Direct communication (e.g., office visits, emails) from the Director helps me feel connected to the FBI.	3.80	3.88	3.70	3.92	3.89	3.93	3.73	3.80	3.65	3.55	3.56	3.29	3.63	3.75
The FBI's senior executives (i.e., Director, DD, ADD, EADs) maintain high standards of honesty and integrity.	3.62	3.79	3.77	4.08	3.78	3.53	3.67	3.67	3.78	3.66	3.79	3.45	3.71	3.66
I am inspired by the Director's vision and leadership.	3.88	3.74	3.54	3.97	3.77	3.83	3.82	3.83	3.62	3.51	3.57	3.34	3.47	3.73
Division Leadership														
I am inspired by my Division leadership team's vision and direction.	3.81	3.47	3.39	3.76	3.65	3.35	4.15	3.87	3.72	3.46	4.05	3.64	3.44	3.61
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.38	4.15	4.10	4.21	4.24	4.10	4.52	4.35	4.06	4.07	4.54	4.34	4.18	4.21

2019 FO/HQ Climate	SA	SD	SF	SJ	SE	SI	SL	TP	WFA	WFCI	WFCT	WFCRIM	WFI	Averages FO
My Division leadership works together as a team.	4.17	3.45	3.54	3.79	4.06	3.83	4.33	4.13	3.91	3.79	4.31	3.98	3.79	3.89
My Division leadership takes responsibility for their decisions.	4.19	3.69	3.75	3.97	4.01	3.51	4.36	4.14	3.94	3.73	4.21	3.99	3.77	3.91
I am satisfied with the decisions and policies of my Division leadership.	3.98	3.54	3.50	3.79	3.80	3.37	4.23	4.11	3.78	3.63	4.14	3.86	3.60	3.74
Employee morale is important to my Division leadership.	4.04	3.67	3.60	3.86	3.81	3.57	4.27	4.07	3.91	3.53	4.28	3.86	3.64	3.78
Results are important to my Division leadership.	4.37	4.13	4.06	4.26	4.27	4.12	4.49	4.37	4.25	4.19	4.37	4.36	4.25	4.24
My Division leadership have a positive impact on the Division's performance.	4.04	3.60	3.55	3.80	3.83	3.45	4.34	4.02	3.86	3.52	4.17	3.82	3.56	3.74
In the last year, leaders in my Division made a positive impact on climate and morale.	3.94	3.67	3.32	3.77	3.78	3.41	4.26	3.94	3.55	3.41	4.10	3.75	3.50	3.64
Section/Branch Leadership														
Leaders in my section/branch care about morale.	4.05	3.75	3.68	3.87	3.98	3.78	4.33	3.99	3.88	3.65	4.38	3.97	3.78	3.89
Leaders in my section/branch work together as a team.	4.14	3.77	3.79	3.94	4.04	3.97	4.32	4.24	3.94	3.88	4.43	4.11	3.96	4.04
Section/branch leaders support the vision and direction of the Division Head.	4.16	3.99	3.98	4.12	4.20	4.05	4.44	4.33	4.11	3.90	4.50	4.13	4.01	4.13
Leaders in my section/branch treat employees with respect and courtesy.	4.21	4.00	3.99	4.21	4.22	4.12	4.40	4.32	4.08	4.07	4.52	4.27	4.13	4.17
Supervisor Leadership														
My supervisor encourages and supports work/life balance.	4.55	4.25	4.39	4.37	4.47	4.48	4.49	4.51	4.17	4.37	4.58	4.62	4.39	4.46
I am comfortable having open, honest conversations with my supervisor.	4.36	4.18	4.13	4.31	4.21	4.22	4.43	4.26	4.13	4.13	4.38	4.37	4.14	4.25
My supervisor understands what I do and the challenges I face.	4.25	3.97	4.02	4.22	4.19	3.98	4.39	4.21	4.02	4.16	4.27	4.46	4.14	4.17
I have trust and confidence in my supervisor as a leader.	4.34	4.12	4.10	4.19	4.32	4.07	4.43	4.30	3.96	4.10	4.33	4.42	4.14	4.23
My supervisor trusts me to make decisions about how I do my job.	4.51	4.29	4.35	4.47	4.43	4.31	4.59	4.47	4.40	4.27	4.51	4.63	4.38	4.45

2019 FO/HQ Climate	SA	SD	SF	SJ	SE	SI	SL	TP	WFA	WFCI	WFCT	WFCRIM	WFI	Averages FO
Communication - Dissemination														
Leaders in my Division communicate threats and priorities.	4.21	3.83	3.73	3.91	3.93	3.93	4.23	4.22	3.67	3.86	4.33	4.02	3.92	4.00
Section/branch leaders communicate context and explanations regarding decisions and initiatives.	4.02	3.57	3.63	3.81	3.84	3.75	4.20	4.13	3.78	3.71	4.31	3.93	3.68	3.85
Leaders in my Division communicate context and explanations regarding decisions and initiatives.	4.07	3.46	3.51	3.76	3.69	3.38	4.10	3.92	3.51	3.75	4.22	3.83	3.66	3.72
(R) Leaders in my Division often distort information or do not tell "the whole story."	4.07	3.48	3.66	3.79	3.79	3.58	4.16	3.97	3.76	3.67	4.15	4.11	3.69	3.82
Communication - Voice														
I am satisfied with my involvement in decisions that affect my work.	4.00	3.71	3.77	3.94	3.89	3.74	4.02	4.05	3.88	3.82	4.12	4.04	3.70	3.90
Leaders in my Division are receptive to negative information and bad news.	3.92	3.69	3.75	3.71	3.74	3.35	4.08	4.05	3.75	3.73	4.27	3.99	3.77	3.77
Leaders in my Division listen to what employees have to say.	4.00	3.58	3.52	3.69	3.80	3.42	4.10	4.07	3.69	3.61	4.28	3.96	3.63	3.75
Teamwork														
My co-workers are competent and know how to get the job done.	4.27	4.15	4.07	4.00	4.14	4.18	4.27	4.24	3.94	4.08	4.33	4.43	4.10	4.14
The people in my Division conduct themselves in a professional and courteous manner.	4.29	4.09	4.01	3.89	4.06	4.18	4.21	4.29	3.90	4.17	4.42	4.45	4.10	4.13
The people I work with are friendly and cooperative.	4.34	4.20	4.23	4.15	4.23	4.36	4.34	4.37	4.11	4.22	4.40	4.57	4.24	4.27
My co-workers and I work together as a team.	4.38	4.23	4.27	4.35	4.28	4.22	4.49	4.32	4.31	4.23	4.48	4.50	4.32	4.33
My co-workers have a positive impact on my morale.	4.15	4.05	4.06	3.92	4.00	4.11	4.18	4.17	3.90	4.14	4.24	4.39	4.06	4.07
Employees understand each others' roles and responsibilities.	3.91	3.75	3.65	3.78	3.74	3.62	4.04	4.02	3.83	3.82	4.13	4.05	3.74	3.82
My co-workers and I regularly participate in after action reviews/hot washes/lessons learned discussions, etc.	3.77	3.53	3.44	3.62	3.56	3.71	3.85	3.67	3.49	3.61	3.96	3.84	3.39	3.62
I am comfortable expressing a different or contrary point of view.	3.99	3.86	3.81	3.98	3.96	3.86	4.14	4.08	3.97	3.92	4.38	4.16	3.91	3.96
When others and I disagree, we are still able to respect each other as professionals.	4.21	4.18	4.12	4.21	4.18	4.18	4.29	4.32	4.21	4.14	4.42	4.39	4.22	4.22
Everyone on the squad/unit is productive and carries their own weight.	3.80	3.55	3.64	3.62	3.61	3.92	3.93	3.70	3.44	3.47	3.73	3.85	3.62	3.67

2019 FO/HQ Climate	SA	SD	SF	SJ	SE	SI	SL	TP	WFA	WFCI	WFCT	WFCRIM	WFI	Averages FO
The people on this squad/unit are reliable and dependable.	4.26	4.02	4.08	4.04	4.08	4.31	4.28	4.12	3.75	4.10	4.16	4.30	4.00	4.10
Overall, the members of the squad/unit do high quality work.	4.37	4.19	4.18	4.17	4.22	4.30	4.39	4.26	4.05	4.22	4.27	4.52	4.17	4.25
Counterproductive Work Behaviors														
(R) Employees who instigate conflict or with whom it is difficult to work are tolerated.	3.44	2.97	3.12	3.25	3.03	3.30	3.49	3.31	3.36	3.29	3.63	3.59	3.25	3.28
(R) Employees who put little effort into their work are tolerated.	3.38	2.83	2.91	2.92	2.85	3.13	3.25	3.19	3.20	3.02	3.52	3.27	3.18	3.07
(R) Arbitrary action and personal favoritism are tolerated.	3.59	3.18	3.33	3.24	3.32	3.42	3.84	3.55	3.55	3.24	3.86	3.66	3.45	3.45
Recognition and Performance Management														
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	3.79	3.31	3.47	3.49	3.38	3.47	3.78	3.64	3.39	3.47	4.01	3.87	3.47	3.53
Discussions with my supervisor about performance are important and worthwhile.	4.16	3.97	3.86	4.16	4.06	3.95	4.25	4.13	4.05	3.97	4.38	4.19	4.07	4.08
In my squad/unit, differences in performance are recognized in a meaningful way.	3.90	3.53	3.55	3.78	3.57	3.67	3.97	3.90	3.75	3.57	4.01	3.88	3.53	3.72
Awards in my squad/unit depend on how well employees perform their jobs.	3.91	3.66	3.64	3.77	3.58	3.49	3.96	3.85	3.65	3.69	4.14	4.08	3.57	3.74
In my squad/unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.71	3.13	3.26	3.42	3.11	3.60	3.82	3.59	3.53	3.37	3.61	3.56	3.37	3.44
Employees are recognized for doing high quality work.	3.91	3.65	3.63	3.80	3.65	3.58	4.01	3.97	3.74	3.91	4.24	4.04	3.62	3.79
Initiative and motivation are valued.	4.05	3.86	3.84	3.93	3.85	3.76	4.17	4.09	3.87	3.88	4.35	4.16	3.85	3.97
Developmental Opportunities														
I have participated in development opportunities in the past year.	4.01	3.96	3.92	3.75	4.09	4.05	3.92	4.04	3.81	3.98	4.20	4.07	3.98	3.98
I have participated in leadership development opportunities in the past year.	3.40	3.42	3.18	3.11	3.41	3.24	3.28	3.51	3.33	3.19	3.81	3.28	3.29	3.31
Employee development is valued where I work	4.01	3.80	3.84	3.69	3.87	3.76	4.05	4.02	3.73	3.76	4.27	4.14	3.84	3.89
Career Opportunities														
I am satisfied with my career opportunities at the FBI.	4.09	3.77	3.75	4.07	3.66	3.86	4.02	4.03	3.69	3.93	4.15	4.11	3.54	3.89

2019 FO/HQ Climate	SA	SD	SF	SJ	SE	SI	SL	TP	WFA	WFCI	WFCT	WFCRIM	WFI	Averages FO
Job Characteristics														
I feel empowered with respect to my work.	4.17	4.04	3.94	4.17	3.86	3.85	4.16	4.19	3.90	3.79	4.24	4.26	3.89	4.03
The work I do makes a difference.	4.42	4.35	4.25	4.57	4.23	4.15	4.35	4.52	4.50	4.25	4.54	4.51	4.29	4.37
My job has the right amount of variety.	4.21	4.00	4.01	4.27	3.94	3.92	4.12	4.25	3.99	3.78	3.97	4.24	3.81	4.10
I see the impact or outcomes of my work.	4.15	4.10	3.98	4.24	3.91	3.95	4.10	4.20	4.26	3.77	4.28	4.30	3.74	4.11
My talents are used well in the workplace.	4.12	3.95	3.89	4.07	3.85	3.84	4.16	4.14	3.95	3.90	4.17	4.32	3.74	4.01
Fairness														
I am treated respectfully without regard to my race, religion, ethnicity, gender, age, disability status, sexual orientation, or cultural background.	4.48	4.35	4.38	4.35	4.42	4.59	4.52	4.48	4.30	4.34	4.65	4.63	4.41	4.44
People in my Division are treated in a fair and consistent manner.	4.16	3.81	3.78	3.88	3.84	3.80	4.08	4.17	3.87	3.79	4.36	4.27	3.99	3.91
Leaders in my Division work well with employees of different backgrounds.	4.42	4.16	4.20	4.13	4.21	4.13	4.45	4.43	4.08	4.23	4.58	4.39	4.29	4.25
(R) Who you know is more important than what you know or what you can do.	3.42	3.05	3.04	3.18	3.19	3.30	3.60	3.49	3.05	2.85	3.49	3.01	3.07	3.27
Prohibited personnel practices are not tolerated.	4.26	4.00	4.02	4.21	4.19	4.28	4.25	4.25	4.08	4.19	4.37	4.19	4.09	4.15
Compliance														
Employees report misconduct to the appropriate authorities.	4.29	4.09	3.96	4.25	4.23	4.08	4.32	4.26	4.01	4.11	4.52	4.28	4.06	4.18
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	4.41	4.29	4.17	4.44	4.36	4.24	4.47	4.36	4.06	4.18	4.54	4.42	4.23	4.28
My organization has prepared employees for potential security threats.	4.19	4.13	4.00	4.12	4.08	4.15	4.34	4.24	4.07	4.08	4.11	4.22	3.98	4.16
I know where and how to report suspicious behavior or misconduct (e.g., potential insider threat, information leaks, workplace violence, etc.).	4.43	4.46	4.35	4.45	4.55	4.47	4.45	4.54	4.41	4.39	4.49	4.37	4.35	4.44
FBI employees receive sufficient information to help them recognize potential insider threats.	4.36	4.30	4.23	4.30	4.35	4.35	4.48	4.38	4.31	4.30	4.40	4.42	4.32	4.33
I know how to report concerns about possible insider threats, including suspicious behavior or serious security violations.	4.48	4.46	4.39	4.44	4.50	4.48	4.50	4.54	4.41	4.40	4.49	4.43	4.35	4.44

2019 FO/HQ Climate	SA	SD	SF	SJ	SE	SI	SL	TP	WFA	WFCI	WFCT	WFCRIM	WFI	Averages FO
Integrity														
Following the law is just as important as accomplishing the mission.	4.74	4.79	4.76	4.74	4.73	4.76	4.75	4.77	4.54	4.74	4.80	4.78	4.72	4.74
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.38	4.15	4.10	4.21	4.24	4.10	4.52	4.35	4.06	4.07	4.54	4.34	4.18	4.21
Intelligence Community Collaboration														
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community.	3.80	3.80	3.80	3.84	3.94	3.53	3.99	4.02	3.99	3.88	3.98	3.59	3.72	3.83
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating.	4.13	4.26	4.29	4.11	4.40	4.15	4.17	4.38	4.26	4.57	4.45	3.85	4.33	4.20
External Collaboration														
I am able to work effectively with State, Local, and other partners as needed by the job.	4.45	4.54	4.19	4.24	4.41	4.24	4.54	4.56	4.58	4.34	4.66	4.58	4.30	4.48
I am able to work effectively with the US Attorney's office as needed by the job.	3.89	3.85	3.72	3.48	3.60	4.05	4.09	3.92	4.17	3.92	4.00	3.77	3.82	3.91
I am able to work effectively with other Federal agencies as needed by the job.	4.42	4.55	4.29	4.43	4.45	4.28	4.53	4.58	4.59	4.37	4.56	4.40	4.33	4.47
Tools, Technology, and Resources														
I have sufficient resources (e.g., people, budget) to get my job done.	3.54	3.49	3.31	3.29	3.19	3.15	3.90	3.64	3.44	3.34	3.63	3.42	3.26	3.46
I have the technology needed (e.g. software, hardware, etc.) to get my job done.	3.30	3.44	3.09	3.12	3.13	3.64	3.84	3.56	3.72	3.16	3.19	2.87	3.13	3.38
The technology I use this year is better than it was last year.	3.06	3.28	2.84	2.87	3.00	3.29	3.39	3.24	3.36	3.09	3.19	2.85	2.90	3.18

2019 FO/HQ Climate	SA	SD	SF	SJ	SE	SI	SL	TP	WFA	WFCI	WFCT	WFCRIM	WFI	Averages FO
Work Environment														
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	3.94	4.03	3.70	3.60	3.76	4.17	4.18	4.11	3.99	3.88	3.96	4.20	3.73	3.88
Employees are protected from health and safety hazards on the job.	4.19	4.24	3.99	4.01	4.17	4.30	4.41	4.31	4.19	4.18	4.28	4.26	3.98	4.17
Integration														
In my Division, intelligence work products inform operations.	3.52	3.32	3.54	3.55	3.43	3.39	3.60	3.77	3.88	3.81	3.69	3.24	3.74	3.53
Administrative Workload														
The administrative requirements of my job are reasonable.	3.44	3.24	3.31	3.61	3.34	3.33	3.52	3.64	4.05	3.26	3.31	3.03	3.66	3.44
Organizational Change														
I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	3.22	3.60	3.58	3.73	3.49	3.54	3.44	3.47	3.65	3.35	3.25	3.13	3.32	3.37
When changes take place at work, I understand the rationale behind them.	3.67	3.38	3.42	3.71	3.61	3.41	3.80	3.79	3.60	3.57	3.93	3.64	3.55	3.57
When changes take place at work, I understand the goal and what the change is meant to accomplish.	3.72	3.47	3.45	3.79	3.70	3.52	3.85	3.85	3.65	3.62	4.08	3.65	3.61	3.63
Climate and Engagement Survey														
I have seen or heard the results from last year's climate and engagement survey.	3.93	4.08	3.84	3.64	4.12	3.96	4.25	4.22	3.93	4.02	3.99	3.78	3.93	3.94
I am interested in seeing or hearing the results from this year's climate and engagement survey.	4.32	4.17	4.32	4.38	4.30	4.48	4.33	4.36	4.17	4.36	4.45	4.19	4.24	4.29
In the last year, I have put effort into having a positive impact on the climate and morale of this Division.	4.36	4.37	4.19	4.49	4.33	4.22	4.32	4.44	4.41	4.38	4.39	4.46	4.26	4.33
Other														
The FBI selects high quality leaders.	3.48	3.30	3.16	3.40	3.33	3.16	3.54	3.51	3.31	3.20	3.69	3.22	3.34	3.33
Leaders review and evaluate the organization's progress toward meeting its goals and objectives.	4.16	3.83	3.70	3.94	3.91	3.96	4.29	4.14	3.72	3.84	4.27	3.95	3.88	3.98

2019 FO/HQ Climate	CI	CTD	CRIM	CJIS	CIRG	CYD	DI	FLD	FD	HRD	ITADD	ITESD	ITID
Mission Engagement													
I am proud to work for the FBI.	4.68	4.50	4.63	4.52	4.53	4.53	4.48	4.49	4.60	4.47	4.64	4.53	4.60
(R) I am cynical about the FBI.	4.32	3.98	4.14	4.18	4.18	3.92	3.98	4.24	4.29	4.07	4.33	4.26	4.30
I believe in the mission of the FBI.	4.85	4.81	4.77	4.70	4.78	4.77	4.78	4.72	4.75	4.70	4.83	4.65	4.76
I recommend the FBI as a good place to work.	4.48	4.09	4.35	4.25	4.25	4.17	3.99	4.25	4.23	4.03	4.36	4.06	4.28
Workplace Engagement													
Working on this squad/unit/leadership team is good for my morale.	4.21	3.77	3.99	3.87	3.91	3.77	3.52	3.77	3.82	3.34	4.06	3.64	4.15
(R) Working on this squad/unit/leadership team is frustrating.	4.29	3.74	3.85	3.84	3.74	3.66	3.53	3.68	3.74	3.27	4.05	3.68	4.02
I look forward to going to work.	4.23	3.87	4.03	3.84	3.98	3.82	3.73	3.90	3.85	3.52	3.97	3.75	4.00
I work harder because I like working here.	4.44	4.11	4.24	4.10	4.22	4.07	3.99	4.11	4.13	3.83	4.16	3.96	4.22
Work Engagement													
My work gives me a feeling of personal accomplishment.	4.45	3.96	4.16	4.10	4.22	4.04	3.95	4.07	4.10	3.78	4.11	3.90	4.22
I like the kind of work I do.	4.48	4.04	4.28	4.16	4.34	4.13	4.00	4.12	4.15	3.86	4.09	3.95	4.28
(R) I feel burned out from the work that I do.	4.03	3.56	3.86	3.73	3.84	3.55	3.68	3.78	3.64	3.17	3.70	3.59	3.94
FBI Leadership													
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs).	3.84	3.70	4.17	3.89	3.84	3.94	3.76	4.08	4.16	3.88	4.17	4.03	4.01
Direct communication (e.g., office visits, emails) from the Director helps me feel connected to the FBI.	3.87	3.57	3.93	3.92	3.65	3.82	3.69	3.83	4.04	3.90	4.22	4.09	4.07
The FBI's senior executives (i.e., Director, DD, ADD, EADs) maintain high standards of honesty and integrity.	3.71	3.74	4.01	3.82	3.66	3.94	3.76	3.95	4.10	3.75	4.09	3.92	3.96
I am inspired by the Director's vision and leadership.	3.77	3.26	3.90	3.89	3.69	3.64	3.54	3.86	3.88	3.86	4.17	4.02	3.94
Division Leadership													
I am inspired by my Division leadership team's vision and direction.	3.93	3.20	3.73	3.56	3.50	3.41	3.12	3.59	3.55	3.04	3.80	3.25	3.58
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.46	4.00	4.24	4.00	4.06	4.19	3.86	4.04	4.09	3.68	4.26	3.97	4.21

2019 FO/HQ Climate	CI	CTD	CRIM	CJIS	CIRG	CYD	DI	FLD	FD	HRD	ITADD	ITESD	ITID
My Division leadership works together as a team.	4.17	3.56	3.99	3.63	3.62	3.89	3.53	3.73	3.87	3.40	3.87	3.46	3.91
My Division leadership takes responsibility for their decisions.	4.24	3.62	3.99	3.69	3.72	3.88	3.44	3.72	3.88	3.40	4.05	3.48	3.87
I am satisfied with the decisions and policies of my Division leadership.	4.03	3.28	3.83	3.53	3.56	3.58	3.16	3.52	3.48	3.08	3.82	3.32	3.69
Employee morale is important to my Division leadership.	4.12	3.29	3.84	3.51	3.58	3.64	3.21	3.65	3.67	2.96	3.99	3.34	3.61
Results are important to my Division leadership.	4.45	4.23	4.23	4.14	4.00	4.10	3.96	4.15	4.19	4.22	4.26	4.01	4.25
My Division leadership have a positive impact on the Division's performance.	4.13	3.27	3.84	3.56	3.60	3.57	3.16	3.63	3.66	2.93	3.88	3.32	3.68
In the last year, leaders in my Division made a positive impact on climate and morale.	4.05	3.08	3.68	3.34	3.50	3.44	3.06	3.48	3.35	2.75	3.80	3.17	3.57
Section/Branch Leadership													
Leaders in my section/branch care about morale.	4.20	3.54	3.81	3.52	3.78	3.75	3.40	3.76	3.86	3.14	3.92	3.39	3.75
Leaders in my section/branch work together as a team.	4.22	3.85	3.98	3.74	3.95	3.93	3.68	3.90	4.04	3.53	4.21	3.65	3.87
Section/branch leaders support the vision and direction of the Division Head.	4.36	3.99	4.10	3.96	3.98	4.00	3.84	4.09	4.10	3.80	4.24	3.78	4.10
Leaders in my section/branch treat employees with respect and courtesy.	4.35	3.99	4.10	3.89	4.10	4.14	3.89	4.07	4.14	3.57	4.31	3.82	4.01
Supervisory Leadership													
My supervisor encourages and supports work/life balance.	4.61	4.39	4.45	4.43	4.33	4.40	4.17	4.28	4.42	3.95	4.44	4.07	4.42
I am comfortable having open, honest conversations with my supervisor.	4.45	4.16	4.21	4.27	4.11	4.11	3.96	4.17	4.20	3.86	4.36	3.82	4.24
My supervisor understands what I do and the challenges I face.	4.38	4.05	4.06	4.19	4.11	4.06	3.91	4.03	4.14	3.70	4.18	3.70	4.00
I have trust and confidence in my supervisor as a leader.	4.41	4.15	4.14	4.32	4.12	4.08	3.82	4.20	4.20	3.77	4.26	3.87	4.28
My supervisor trusts me to make decisions about how I do my job.	4.59	4.36	4.41	4.45	4.31	4.35	4.15	4.31	4.44	4.08	4.52	4.05	4.54

2019 FO/HQ Climate	CI	CTD	CRIM	CJIS	CIRG	CYD	DI	FLD	FD	HRD	ITADD	ITESD	ITID
Communication - Dissemination													
Leaders in my Division communicate threats and priorities.	4.21	4.02	4.01	3.69	3.82	3.66	3.49	3.64	3.82	3.43	4.02	3.50	3.71
Section/branch leaders communicate context and explanations regarding decisions and initiatives.	4.10	3.53	3.76	3.60	3.81	3.59	3.36	3.68	3.81	3.29	3.91	3.40	3.64
Leaders in my Division communicate context and explanations regarding decisions and initiatives.	3.95	3.41	3.79	3.47	3.57	3.53	3.20	3.51	3.66	3.23	3.79	3.47	3.70
(R) Leaders in my Division often distort information or do not tell "the whole story."	4.05	3.63	3.77	3.46	3.75	3.76	3.40	3.54	3.66	3.25	3.84	3.35	3.78
Communication - Voice													
I am satisfied with my involvement in decisions that affect my work.	4.21	3.59	3.82	3.78	3.87	3.75	3.52	3.81	3.84	3.41	3.98	3.58	3.73
Leaders in my Division are receptive to negative information and bad news.	4.12	3.45	3.84	3.60	3.71	3.74	3.28	3.60	3.67	2.98	3.88	3.38	3.81
Leaders in my Division listen to what employees have to say.	4.15	3.33	3.82	3.50	3.72	3.71	3.22	3.55	3.75	3.01	3.78	3.39	3.74
Teamwork													
My co-workers are competent and know how to get the job done.	4.36	4.15	4.22	4.13	4.17	4.11	3.95	4.03	4.04	3.95	4.06	3.98	4.20
The people in my Division conduct themselves in a professional and courteous manner.	4.35	4.06	4.24	3.91	4.12	4.19	3.92	4.03	4.14	3.70	4.22	3.98	4.22
The people I work with are friendly and cooperative.	4.45	4.21	4.29	4.17	4.17	4.32	4.13	4.14	4.23	3.91	4.35	4.09	4.28
My co-workers and I work together as a team.	4.46	4.33	4.33	4.30	4.29	4.31	4.22	4.29	4.29	4.12	4.33	4.18	4.42
My co-workers have a positive impact on my morale.	4.24	4.09	4.18	3.94	3.97	4.02	3.95	3.91	4.02	3.71	4.18	3.90	4.17
Employees understand each others' roles and responsibilities.	4.00	3.65	3.85	3.93	3.84	3.48	3.67	3.58	3.76	3.56	3.91	3.60	3.81
My co-workers and I regularly participate in after action reviews/hot washes/lessons learned discussions, etc.	3.77	3.49	3.45	3.43	3.94	3.40	3.39	3.61	3.36	3.17	3.70	3.24	3.84
I am comfortable expressing a different or contrary point of view.	4.12	3.87	3.98	3.93	4.00	3.92	3.64	3.94	3.83	3.50	4.09	3.59	3.98
When others and I disagree, we are still able to respect each other as professionals.	4.38	4.16	4.18	4.16	4.14	4.24	4.09	4.17	4.17	3.94	4.31	3.93	4.28
Everyone on the squad/unit is productive and carries their own weight.	3.89	3.64	3.73	3.49	3.54	3.57	3.44	3.64	3.54	3.26	3.59	3.46	3.85

2019 FO/HQ Climate	CI	CTD	CRIM	CJIS	CIRG	CYD	DI	FLD	FD	HRD	ITADD	ITESD	ITID
The people on this squad/unit are reliable and dependable.	4.27	4.01	4.11	3.86	3.98	3.95	3.84	3.95	3.92	3.69	4.05	3.88	4.18
Overall, the members of the squad/unit do high quality work.	4.38	4.22	4.31	4.15	4.21	4.09	4.04	4.13	4.07	3.94	4.33	3.96	4.32
Counterproductive Work Behaviors													
(R) Employees who instigate conflict or with whom it is difficult to work are tolerated.	3.46	3.16	3.20	3.07	3.15	3.29	3.27	3.29	3.23	3.12	3.55	3.41	3.59
(R) Employees who put little effort into their work are tolerated.	3.20	3.03	3.08	2.96	3.10	3.08	2.99	3.31	3.06	2.94	3.27	3.24	3.39
(R) Arbitrary action and personal favoritism are tolerated.	3.74	3.23	3.41	3.18	3.43	3.44	3.21	3.32	3.15	3.01	3.55	3.26	3.49
Recognition and Performance Management													
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	3.81	3.46	3.55	3.37	3.49	3.47	3.24	3.43	3.50	2.87	3.61	3.44	3.71
Discussions with my supervisor about performance are important and worthwhile.	4.24	3.94	4.03	4.09	4.02	3.95	3.83	3.98	4.09	3.80	4.03	3.72	4.03
In my squad/unit, differences in performance are recognized in a meaningful way.	3.94	3.50	3.61	3.65	3.61	3.60	3.36	3.66	3.67	3.08	3.74	3.49	3.72
Awards in my squad/unit depend on how well employees perform their jobs.	3.83	3.67	3.72	3.56	3.67	3.67	3.49	3.55	3.50	3.05	3.89	3.42	3.62
In my squad/unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.52	3.25	3.34	3.31	3.29	3.40	3.22	3.36	3.36	2.97	3.42	3.37	3.59
Employees are recognized for doing high quality work.	4.05	3.68	3.79	3.59	3.74	3.75	3.53	3.75	3.59	2.89	4.01	3.61	3.73
Initiative and motivation are valued.	4.23	3.92	4.07	3.78	3.96	3.90	3.68	3.85	3.83	3.47	4.26	3.66	3.88
Developmental Opportunities													
I have participated in development opportunities in the past year.	4.03	3.89	4.06	4.00	3.74	3.90	3.88	3.80	3.93	3.63	4.10	3.53	3.79
I have participated in leadership development opportunities in the past year.	3.50	3.35	3.51	3.42	3.32	3.31	3.37	3.41	3.54	3.33	3.61	3.15	3.33
Employee development is valued where I work	4.04	3.76	4.04	3.77	3.88	3.96	3.64	3.86	3.92	3.40	4.17	3.62	3.79
Career Opportunities													
I am satisfied with my career opportunities at the FBI.	4.10	3.41	3.82	3.77	3.89	3.39	3.42	3.87	3.74	3.45	3.88	3.54	3.64

2019 FO/HQ Climate	CI	CTD	CRIM	CJIS	CIRG	CYD	DI	FLD	FD	HRD	ITADD	ITESD	ITID
Job Characteristics													
I feel empowered with respect to my work.	4.28	3.76	3.99	3.89	4.02	3.85	3.67	3.84	3.94	3.46	4.15	3.63	3.98
The work I do makes a difference.	4.53	4.22	4.37	4.39	4.44	4.24	4.17	4.33	4.40	4.15	4.36	4.13	4.42
My job has the right amount of variety.	4.32	3.79	4.03	3.87	4.06	3.92	3.65	4.00	4.02	3.60	3.91	3.67	4.10
I see the impact or outcomes of my work.	4.38	3.93	4.13	4.05	4.13	4.01	3.76	4.20	4.19	4.02	4.13	3.99	4.20
My talents are used well in the workplace.	4.14	3.75	3.98	3.84	4.09	3.82	3.64	3.79	3.84	3.52	3.80	3.57	4.03
Fairness													
I am treated respectfully without regard to my race, religion, ethnicity, gender, age, disability status, sexual orientation, or cultural background.	4.65	4.31	4.42	4.40	4.37	4.43	4.17	4.20	4.35	4.02	4.39	4.31	4.38
People in my Division are treated in a fair and consistent manner.	4.17	3.67	3.97	3.70	3.90	3.98	3.49	3.80	3.72	3.15	4.03	3.68	4.16
Leaders in my Division work well with employees of different backgrounds.	4.53	4.04	4.27	4.15	4.22	4.21	4.01	4.08	4.19	3.63	4.28	3.91	4.22
(R) Who you know is more important than what you know or what you can do.	3.66	2.66	3.04	3.07	3.10	2.83	2.81	3.10	2.95	2.63	3.40	2.82	3.21
Prohibited personnel practices are not tolerated.	4.35	4.02	4.16	4.03	4.05	4.09	3.92	3.97	4.08	3.75	4.19	3.96	4.22
Compliance													
Employees report misconduct to the appropriate authorities.	4.38	4.11	4.21	4.09	4.19	4.19	3.91	4.01	4.23	3.89	4.25	3.96	4.22
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	4.45	4.25	4.35	4.19	4.26	4.20	4.05	4.18	4.18	3.94	4.46	4.04	4.40
My organization has prepared employees for potential security threats.	4.41	3.97	4.21	3.97	4.19	4.07	3.95	4.05	4.00	3.90	4.26	3.96	4.05
I know where and how to report suspicious behavior or misconduct (e.g., potential insider threat, information leaks, workplace violence, etc.).	4.48	4.37	4.39	4.43	4.48	4.48	4.39	4.43	4.42	4.25	4.49	4.28	4.40
FBI employees receive sufficient information to help them recognize potential insider threats.	4.47	4.24	4.38	4.24	4.27	4.29	4.23	4.29	4.24	4.20	4.33	4.06	4.27
I know how to report concerns about possible insider threats, including suspicious behavior or serious security violations.	4.55	4.38	4.46	4.40	4.42	4.46	4.37	4.39	4.35	4.25	4.51	4.25	4.36

2019 FO/HQ Climate	CI	CTD	CRIM	CJIS	CIRG	CYD	DI	FLD	FD	HRD	ITADD	ITESD	ITID
Integrity													
Following the law is just as important as accomplishing the mission.	4.84	4.71	4.77	4.63	4.68	4.74	4.67	4.57	4.53	4.50	4.70	4.49	4.62
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.46	4.00	4.24	4.00	4.06	4.19	3.86	4.04	4.09	3.68	4.26	3.97	4.21
Intelligence Community Collaboration													
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community.	4.00	3.98	3.81	4.02	3.84	3.99	3.79	3.90	3.93	3.41	3.90	3.62	3.88
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating.	4.40	4.53	4.11	4.30	4.22	4.38	4.37	4.10	4.27	3.98	4.31	3.89	4.10
External Collaboration													
I am able to work effectively with State, Local, and other partners as needed by the job.	4.60	4.37	4.47	4.37	4.49	4.37	4.23	4.38	4.46	4.23	4.36	4.18	4.53
I am able to work effectively with the US Attorney's office as needed by the job.	4.46	3.92	4.14	4.11	4.24	4.17	3.78	4.00	4.03	4.05	4.07	3.75	4.33
I am able to work effectively with other Federal agencies as needed by the job.	4.69	4.41	4.51	4.45	4.48	4.28	4.22	4.46	4.58	4.23	4.45	4.28	4.54
Tools, Technology, and Resources													
I have sufficient resources (e.g., people, budget) to get my job done.	3.72	3.47	3.59	3.78	3.23	2.98	3.40	3.32	3.79	3.01	3.51	3.17	3.15
I have the technology needed (e.g. software, hardware, etc.) to get my job done.	3.71	3.33	3.59	3.92	3.51	3.13	3.47	3.58	3.72	3.35	3.96	3.67	3.73
The technology I use this year is better than it was last year.	3.51	3.00	3.27	3.32	3.17	2.68	3.09	3.34	3.37	2.95	3.67	3.27	3.34

2019 FO/HQ Climate	CI	CTD	CRIM	CJIS	CIRG	CYD	DI	FLD	FD	HRD	ITADD	ITESD	ITID
Work Environment													
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	4.22	3.82	3.83	3.63	3.67	3.82	3.63	3.84	3.68	3.66	4.08	3.71	3.79
Employees are protected from health and safety hazards on the job.	4.38	4.13	4.14	4.07	4.12	4.11	3.84	3.94	4.17	3.91	4.15	3.83	4.05
Integration													
In my Division, intelligence work products inform operations.	3.97	3.61	3.59	3.99	3.80	3.39	3.75	3.82	3.71	3.07	4.19	3.50	3.93
Administrative Workload													
The administrative requirements of my job are reasonable.	3.65	3.55	3.67	4.12	3.73	3.52	3.80	3.94	4.04	3.58	3.91	3.86	4.03
Organizational Change													
I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	3.19	4.22	3.59	3.81	3.60	3.61	3.54	3.95	4.11	3.72	3.39	3.85	3.81
When changes take place at work, I understand the rationale behind them.	3.86	3.27	3.58	3.47	3.53	3.50	3.31	3.41	3.55	3.32	3.64	3.28	3.35
When changes take place at work, I understand the goal and what the change is meant to accomplish.	3.87	3.35	3.63	3.56	3.59	3.48	3.40	3.50	3.63	3.40	3.70	3.28	3.45
Climate and Engagement Survey													
I have seen or heard the results from last year's climate and engagement survey.	4.13	3.78	3.93	4.11	3.71	3.87	3.84	4.03	4.09	3.30	4.28	3.81	3.58
I am interested in seeing or hearing the results from this year's climate and engagement survey.	4.29	4.43	4.43	4.21	4.38	4.36	4.39	4.36	4.49	4.41	4.48	4.31	4.31
In the last year, I have put effort into having a positive impact on the climate and morale of this Division.	4.44	4.30	4.39	4.23	4.41	4.33	4.33	4.29	4.39	4.15	4.19	4.13	4.39
Other													
The FBI selects high quality leaders.	3.57	3.15	3.36	3.45	3.26	3.13	3.07	3.49	3.44	3.10	3.69	3.24	3.51
Leaders review and evaluate the organization's progress toward meeting its goals and objectives.	4.15	3.69	3.99	3.78	3.75	3.60	3.53	3.72	3.94	3.66	3.99	3.61	3.99

2019 FO/HQ Climate	INSD	IOD	LD	OGC	OTD	IMD	RPO	SecD	TSC	TD	WMD	Averages HQ
Mission Engagement												
I am proud to work for the FBI.	4.65	4.57	4.60	4.48	4.52	4.60	4.72	4.34	4.45	4.46	4.63	4.55
(R) I am cynical about the FBI.	4.36	4.04	4.24	3.93	4.07	4.29	4.42	4.03	4.19	3.93	4.16	4.15
I believe in the mission of the FBI.	4.73	4.75	4.81	4.74	4.76	4.76	4.89	4.59	4.87	4.72	4.79	4.77
I recommend the FBI as a good place to work.	4.40	4.22	4.23	4.04	4.18	4.26	4.48	3.92	4.24	4.10	4.23	4.19
Workplaces Engagement												
Working on this squad/unit/leadership team is good for my morale.	4.06	3.76	3.71	3.79	3.91	3.81	4.24	3.54	3.74	3.91	3.97	3.84
(R) Working on this squad/unit/leadership team is frustrating.	4.08	3.72	3.66	3.80	3.79	3.75	4.14	3.49	3.62	3.75	3.89	3.75
I look forward to going to work.	4.11	3.90	3.80	3.90	4.01	3.73	4.03	3.57	3.65	4.07	4.04	3.87
I work harder because I like working here.	4.23	4.10	4.03	4.27	4.21	3.92	4.24	3.83	4.00	4.24	4.21	4.11
Work Engagement												
My work gives me a feeling of personal accomplishment.	4.20	4.14	4.19	4.34	4.23	3.90	4.20	3.86	3.93	4.24	4.06	4.08
I like the kind of work I do.	4.21	4.11	4.26	4.36	4.31	3.93	4.23	3.99	3.99	4.31	4.19	4.14
(R) I feel burned out from the work that I do.	4.14	3.52	3.71	3.76	3.85	3.58	3.76	3.48	3.58	3.88	3.90	3.70
FBI Leadership												
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs).	4.31	3.86	3.93	3.74	3.67	4.04	4.34	3.58	4.29	3.73	4.24	3.97
Direct communication (e.g., office visits, emails) from the Director helps me feel connected to the FBI.	3.90	3.87	3.89	3.93	3.70	3.97	4.21	3.62	4.10	3.82	3.92	3.89
The FBI's senior executives (i.e., Director, DD, ADD, EADs) maintain high standards of honesty and integrity.	4.08	3.84	3.97	3.78	3.66	3.97	4.31	3.54	4.05	3.66	4.11	3.90
I am inspired by the Director's vision and leadership.	3.92	3.75	3.79	3.68	3.83	3.95	3.97	3.74	3.92	3.73	3.83	3.79
Division Leadership												
I am inspired by my Division leadership team's vision and direction.	3.82	3.42	3.42	2.87	3.27	3.49	4.06	3.05	3.68	3.14	3.68	3.45
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.30	3.99	4.08	4.02	4.01	3.95	4.72	3.63	4.05	3.76	4.30	4.07

2019 FO/HQ Climate	INSD	IOD	LD	OGC	OTD	IMD	RPO	SecD	TSC	TD	WMD	Averages HQ
My Division leadership works together as a team.	4.10	3.69	3.70	3.15	3.69	3.64	4.26	3.29	3.64	3.63	3.78	3.70
My Division leadership takes responsibility for their decisions.	4.05	3.68	3.69	3.26	3.64	3.70	4.49	3.21	3.77	3.46	4.05	3.74
I am satisfied with the decisions and policies of my Division leadership.	4.02	3.45	3.50	3.08	3.33	3.51	4.24	2.99	3.63	3.07	3.75	3.50
Employee morale is important to my Division leadership.	3.85	3.51	3.53	3.16	3.39	3.41	4.45	2.95	3.77	3.20	3.82	3.55
Results are important to my Division leadership.	4.39	4.01	4.15	3.62	4.07	4.30	4.71	3.81	4.18	3.86	4.25	4.14
My Division leadership have a positive impact on the Division's performance.	3.94	3.54	3.53	2.99	3.40	3.47	4.38	2.94	3.75	3.15	3.88	3.53
In the last year, leaders in my Division made a positive impact on climate and morale.	3.85	3.37	3.42	3.17	3.11	3.46	4.16	2.76	3.54	3.14	3.67	3.39
Section/Branch Leadership												
Leaders in my section/branch care about morale.	4.18	3.62	3.63	3.61	3.60	3.48	4.41	3.07	3.80	3.36	3.95	3.68
Leaders in my section/branch work together as a team.	4.25	3.91	3.74	3.73	3.82	3.79	4.41	3.47	3.80	3.78	3.96	3.88
Section/branch leaders support the vision and direction of the Division Head.	4.39	3.96	3.94	3.83	3.92	4.01	4.61	3.61	4.09	3.95	4.16	4.03
Leaders in my section/branch treat employees with respect and courtesy.	4.24	4.02	3.97	3.98	4.01	3.81	4.65	3.62	4.05	3.92	4.26	4.04
Supervisory Leadership												
My supervisor encourages and supports work/life balance.	4.17	4.09	4.39	4.39	4.38	4.30	4.72	4.09	4.26	4.41	4.47	4.33
I am comfortable having open, honest conversations with my supervisor.	4.29	3.90	4.10	4.08	4.15	4.11	4.56	3.98	3.92	4.14	4.13	4.13
My supervisor understands what I do and the challenges I face.	4.11	3.87	4.08	4.06	4.06	4.11	4.41	3.89	3.85	4.16	4.04	4.03
I have trust and confidence in my supervisor as a leader.	4.20	3.89	4.13	4.18	4.04	4.13	4.59	3.92	3.89	4.09	4.19	4.11
My supervisor trusts me to make decisions about how I do my job.	4.26	4.23	4.34	4.29	4.34	4.31	4.46	4.22	4.04	4.37	4.36	4.32

2019 FO/HQ Climate	INSD	IOD	LD	OGC	OTD	IMD	RPO	SecD	TSC	TD	WMD	Averages HQ
Communication - Dissemination												
Leaders in my Division communicate threats and priorities.	3.89	3.93	3.65	3.47	3.46	3.69	4.28	3.48	3.84	3.55	3.93	3.75
Section/branch leaders communicate context and explanations regarding decisions and initiatives.	4.02	3.62	3.51	3.45	3.54	3.48	4.17	3.18	3.54	3.31	3.71	3.62
Leaders in my Division communicate context and explanations regarding decisions and initiatives.	3.76	3.54	3.43	3.27	3.41	3.43	4.17	3.12	3.49	3.18	3.61	3.52
(R) Leaders in my Division often distort information or do not tell "the whole story."	3.92	3.67	3.52	3.45	3.49	3.34	4.33	2.92	3.50	3.29	3.66	3.59
Communication - Voice												
I am satisfied with my involvement in decisions that affect my work.	3.95	3.62	3.60	3.70	3.69	3.71	4.04	3.58	3.60	3.65	3.85	3.72
Leaders in my Division are receptive to negative information and bad news.	3.82	3.61	3.44	3.77	3.49	3.45	4.27	3.18	3.72	3.19	3.77	3.61
Leaders in my Division listen to what employees have to say.	3.70	3.45	3.51	3.51	3.39	3.42	4.28	2.98	3.70	3.14	3.76	3.55
Teamwork												
My co-workers are competent and know how to get the job done.	4.20	4.04	4.15	4.07	4.15	3.92	4.45	3.82	4.07	4.24	4.10	4.09
The people in my Division conduct themselves in a professional and courteous manner.	4.29	4.04	4.00	3.99	4.06	3.69	4.42	3.62	3.99	3.99	4.18	4.05
The people I work with are friendly and cooperative.	4.26	4.21	4.08	4.04	4.21	3.98	4.58	3.95	4.19	4.32	4.34	4.19
My co-workers and I work together as a team.	4.58	4.20	4.22	4.04	4.34	4.20	4.65	4.25	4.32	4.42	4.33	4.30
My co-workers have a positive impact on my morale.	4.20	3.91	3.89	3.89	3.98	3.82	4.44	3.73	4.05	4.09	4.08	4.01
Employees understand each others' roles and responsibilities.	4.14	3.73	3.78	3.78	3.72	3.90	4.12	3.61	3.80	3.95	3.58	3.75
My co-workers and I regularly participate in after action reviews/hot washes/lessons learned discussions, etc.	3.86	3.38	3.48	3.33	3.63	3.35	4.25	3.36	3.46	3.91	3.59	3.56
I am comfortable expressing a different or contrary point of view.	4.03	3.79	3.74	3.79	3.93	3.71	4.21	3.53	3.87	3.70	4.04	3.86
When others and I disagree, we are still able to respect each other as professionals.	4.24	4.08	4.00	4.03	4.12	4.10	4.51	3.99	4.15	4.08	4.21	4.15
Everyone on the squad/unit is productive and carries their own weight.	3.71	3.58	3.45	3.48	3.55	3.55	4.15	3.34	3.44	3.58	3.68	3.59

2019 FO/HQ Climate	INSD	IOD	LD	OGC	OTD	IMD	RPO	SecD	TSC	TD	WMD	Averages HQ
The people on this squad/unit are reliable and dependable.	4.12	3.92	3.94	3.87	4.00	3.94	4.46	3.68	3.84	4.03	4.04	3.98
Overall, the members of the squad/unit do high quality work.	4.23	4.14	4.23	4.16	4.20	4.16	4.57	3.85	4.05	4.30	4.16	4.17
Counterproductive Work Behaviors												
(R) Employees who instigate conflict or with whom it is difficult to work are tolerated.	3.75	3.08	3.03	3.05	3.22	3.05	3.86	3.05	3.07	3.16	3.32	3.27
(R) Employees who put little effort into their work are tolerated.	3.61	2.89	3.00	2.86	3.04	3.13	3.91	2.93	3.21	3.01	3.11	3.14
(R) Arbitrary action and personal favoritism are tolerated.	3.73	3.09	3.23	3.28	3.29	3.01	3.86	3.05	2.94	3.21	3.45	3.31
Recognition and Performance Management												
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	3.69	3.24	3.40	3.22	3.41	3.35	4.01	3.17	3.27	3.32	3.48	3.45
Discussions with my supervisor about performance are important and worthwhile.	4.26	3.76	3.96	3.90	3.90	4.08	4.45	3.89	3.90	3.97	3.95	3.98
In my squad/unit, differences in performance are recognized in a meaningful way.	3.78	3.36	3.44	3.30	3.54	3.58	4.10	3.35	3.58	3.61	3.62	3.58
Awards in my squad/unit depend on how well employees perform their jobs.	3.79	3.45	3.61	3.39	3.66	3.54	4.18	3.28	3.50	3.58	3.68	3.61
In my squad/unit, steps are taken to deal with a poor performer who cannot or will not improve.	3.46	3.11	3.07	3.13	3.28	3.44	3.87	3.30	3.32	3.31	3.40	3.35
Employees are recognized for doing high quality work.	3.86	3.57	3.69	3.37	3.65	3.66	4.22	3.32	3.53	3.48	3.73	3.66
Initiative and motivation are valued.	4.02	3.82	3.79	3.64	3.90	3.69	4.49	3.50	3.77	3.81	3.93	3.86
Developmental Opportunities												
I have participated in development opportunities in the past year.	4.15	3.87	3.99	3.81	3.82	4.08	4.57	3.91	3.97	3.80	4.06	3.92
I have participated in leadership development opportunities in the past year.	4.03	3.78	3.43	3.17	3.21	3.72	3.95	3.52	3.84	3.65	3.71	3.51
Employee development is valued where I work	4.05	3.80	3.84	3.59	3.69	3.73	4.69	3.52	3.86	3.58	3.96	3.85
Career Opportunities												
I am satisfied with my career opportunities at the FBI.	3.73	3.61	3.73	3.52	3.75	3.71	3.78	3.44	3.49	3.76	3.66	3.63

2019 FO/HQ Climate	INSD	IOD	LD	OGC	OTD	IMD	RPO	SecD	TSC	TD	WMD	Averages HQ
Job Characteristics												
I feel empowered with respect to my work.	4.00	3.90	3.94	4.08	3.93	3.73	4.31	3.59	3.86	3.82	4.06	3.88
The work I do makes a difference.	4.47	4.40	4.47	4.51	4.41	4.28	4.09	4.17	4.27	4.33	4.26	4.31
My job has the right amount of variety.	4.18	4.01	4.01	4.13	4.05	3.63	4.01	3.51	3.82	4.08	3.97	3.91
I see the impact or outcomes of my work.	4.31	4.15	4.00	4.24	4.08	3.81	4.06	3.90	4.00	4.26	3.97	4.05
My talents are used well in the workplace.	4.21	3.82	3.83	4.06	3.98	3.75	4.07	3.60	3.81	4.00	3.90	3.85
Fairness												
I am treated respectfully without regard to my race, religion, ethnicity, gender, age, disability status, sexual orientation, or cultural background.	4.26	4.29	4.30	4.30	4.39	4.26	4.65	3.96	4.45	4.37	4.48	4.34
People in my Division are treated in a fair and consistent manner.	3.89	3.62	3.60	3.49	3.81	3.50	4.23	3.26	3.66	3.52	4.08	3.75
Leaders in my Division work well with employees of different backgrounds.	4.09	4.19	4.09	4.02	4.08	4.06	4.54	3.64	4.12	4.02	4.25	4.12
(R) Who you know is more important than what you know or what you can do.	3.43	2.82	3.33	3.11	3.03	3.10	3.14	2.78	2.81	2.81	3.19	3.00
Prohibited personnel practices are not tolerated.	4.14	3.96	4.00	3.71	3.97	3.96	4.26	3.82	3.88	3.96	4.12	4.02
Compliance												
Employees report misconduct to the appropriate authorities.	4.30	3.98	4.05	3.97	3.96	4.08	4.56	3.79	4.01	4.11	4.29	4.11
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	4.28	4.20	4.16	4.12	4.03	4.10	4.59	3.85	4.15	4.08	4.41	4.21
My organization has prepared employees for potential security threats.	4.16	4.09	4.15	3.86	4.06	4.05	4.19	3.77	3.88	4.01	4.22	4.04
I know where and how to report suspicious behavior or misconduct (e.g., potential insider threat, information leaks, workplace violence, etc.).	4.48	4.32	4.41	4.49	4.44	4.36	4.34	4.40	4.28	4.45	4.46	4.41
FBI employees receive sufficient information to help them recognize potential insider threats.	4.18	4.20	4.36	4.25	4.30	4.28	4.34	3.97	4.08	4.32	4.28	4.24
I know how to report concerns about possible insider threats, including suspicious behavior or serious security violations.	4.47	4.32	4.40	4.33	4.46	4.36	4.41	4.34	4.31	4.49	4.43	4.39

2019 FO/HQ Climate	INSD	IOD	LD	OGC	OTD	IMD	RPO	SecD	TSC	TD	WMD	Averages HQ
Integrity												
Following the law is just as important as accomplishing the mission.	4.74	4.60	4.72	4.61	4.69	4.63	4.93	4.46	4.61	4.68	4.72	4.66
Leaders in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	4.30	3.99	4.08	4.02	4.01	3.95	4.72	3.63	4.05	3.76	4.30	4.07
Intelligence Community Collaboration												
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community.	4.17	3.85	3.82	3.83	4.00	3.79	3.98	3.61	4.16	3.84	4.07	3.88
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating.	4.29	4.24	4.20	4.25	4.20	4.28	4.60	4.06	4.69	4.18	4.46	4.28
External Collaboration												
I am able to work effectively with State, Local, and other partners as needed by the job.	4.66	4.35	4.43	4.44	4.48	4.27	4.56	4.25	4.39	4.50	4.38	4.39
I am able to work effectively with the US Attorney's office as needed by the job.	4.29	4.22	4.13	4.13	4.09	4.02	5.00	3.85	3.85	4.29	4.00	4.11
I am able to work effectively with other Federal agencies as needed by the job.	4.58	4.49	4.47	4.41	4.44	4.34	4.47	4.28	4.41	4.52	4.48	4.42
Tools, Technology, and Resources												
I have sufficient resources (e.g., people, budget) to get my job done.	3.83	3.28	3.58	3.27	3.05	3.65	3.96	3.15	3.60	3.23	3.48	3.37
I have the technology needed (e.g. software, hardware, etc.) to get my job done.	3.58	3.28	3.49	3.03	3.60	3.56	3.90	3.44	3.67	3.40	3.58	3.52
The technology I use this year is better than it was last year.	3.44	3.00	3.21	2.83	3.24	3.15	3.60	2.87	3.12	3.13	3.18	3.16

2019 FO/HQ Climate	INSD	IOD	LD	OGC	OTD	IMD	RPO	SecD	TSC	TD	WMD	Averages HQ
Work Environment												
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	4.17	3.54	3.66	3.63	3.78	3.09	3.89	3.65	3.86	3.60	3.54	3.71
Employees are protected from health and safety hazards on the job.	4.09	3.88	4.25	3.92	4.07	3.67	3.71	3.90	4.16	3.97	3.94	3.99
Integration												
In my Division, intelligence work products inform operations.	4.50	3.76	3.61	3.72	3.90	3.61	3.52	3.60	3.53	3.48	3.54	3.69
Administrative Workload												
The administrative requirements of my job are reasonable.	4.09	3.46	3.72	3.59	3.64	3.89	4.33	3.85	3.91	3.98	3.75	3.82
Organizational Change												
I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	4.03	3.61	3.22	3.20	4.13	3.88	3.47	3.79	3.68	3.98	3.67	3.75
When changes take place at work, I understand the rationale behind them.	3.69	3.48	3.39	3.43	3.24	3.46	4.01	3.03	3.33	3.25	3.55	3.43
When changes take place at work, I understand the goal and what the change is meant to accomplish.	3.77	3.50	3.47	3.48	3.34	3.56	4.04	3.16	3.36	3.31	3.61	3.50
Climate and Engagement Survey												
I have seen or heard the results from last year's climate and engagement survey.	3.23	4.13	4.08	3.18	4.14	3.95	4.33	3.63	4.14	4.15	3.77	3.87
I am interested in seeing or hearing the results from this year's climate and engagement survey.	4.65	4.32	4.38	4.41	4.34	4.38	4.65	4.21	4.52	4.44	4.56	4.41
In the last year, I have put effort into having a positive impact on the climate and morale of this Division.	4.45	4.34	4.25	4.35	4.37	4.30	4.52	4.26	4.29	4.40	4.41	4.33
Other												
The FBI selects high quality leaders.	3.32	3.18	3.40	3.05	3.11	3.46	3.83	3.11	3.32	3.13	3.27	3.31
Leaders review and evaluate the organization's progress toward meeting its goals and objectives.	3.97	3.82	3.73	3.29	3.51	3.95	4.54	3.39	3.74	3.60	3.97	3.78